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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Overview of the financing of the United Nations peacekeeping operations: budget performance for the period from 1 July 2015 to 30 June 2016 and budget for the period from 1 July 2017 to 30 June 2018

Report of the Secretary-General

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Summary

Pursuant to General Assembly resolution 59/296, the present report provides an overview of the financial and administrative aspects of United Nations peacekeeping operations. It provides consolidated information on the budget performance for the period from 1 July 2015 to 30 June 2016 and the budget proposals for the period from 1 July 2017 to 30 June 2018 and on the status of the Peacekeeping Reserve Fund, pursuant to resolution 49/233 A.

The report provides responses on the implementation of decisions and requests contained in General Assembly resolution 70/286 on cross-cutting issues, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions (A/70/742) as endorsed by the General Assembly.

For the period from 1 July 2015 to 30 June 2016, total expenditure amounted to $8,017.4 million against an approved budget of $8,296.6 million, exclusive of budgeted voluntary contributions in kind, as summarized below.

Financial resource performance

(Millions of United States dollars)

	1 July 2015 to 30 June 2016		*Variance*	
Peacekeeping component	*Apportionment*[a]	*Expenditure*[b]	*Amount*	*Percentage*
Missions	7 892.9	7 614.4	278.5	3.5
Global Service Centre	67.2	67.1	0.1	0.1
Support account for peacekeeping operations[c]	336.5	335.9	0.6	0.2
Subtotal	**8 296.6**	**8 017.4**	**279.2**	**3.4**
Voluntary contributions in kind (budgeted)	4.6	2.8	1.8	39.1
Total	**8 301.2**	**8 020.2**	**281.0**	**3.4**

[a] Inclusive of approved resources of $35.6 million for the Regional Service Centre in Entebbe, Uganda.

[b] Inclusive of expenditure of $29.8 million related to the Regional Service Centre in Entebbe.

[c] Inclusive of expenditure related to the enterprise resource planning project in the amount of $31.3 million and information and systems security in the amount of $0.82 million.

For the period from 1 July 2015 to 30 June 2016, resource requirements of $35.6 million in respect of the Regional Service Centre in Entebbe, Uganda, were reflected within the approved budgets of the missions and support operations it served, in accordance with General Assembly resolution 64/269. For the periods from 1 July 2016 onwards, the proposed resource requirements for the Regional Service Centre are reflected in its own budget report, in accordance with Assembly resolutions 69/307 and 70/289.

The budget performance of the Regional Service Centre in Entebbe for the period from 1 July 2015 to 30 June 2016 is set out in annex XIV.

Financial resources for peacekeeping operations for the period from 1 July 2017 to 30 June 2018 are estimated at $7,971.6 million compared with the approved level of $7,888.9 million for the 2016/17 period, which represents a net increase of $82.7 million, as summarized below.

Financial resource requirements

(Millions of United States dollars)

Peacekeeping component	*1 July 2016 to 30 June 2017 apportionment*	*1 July 2017 to 30 June 2018 Cost estimates*	*Variance*	
			Amount	*Percentage*
Missions	7 439.4	7 506.5	67.1	0.9
Regional Service Centre in Entebbe[a]	39.2	37.3	(1.9)	(4.8)
Global Service Centre	82.9	88.3	5.4	6.5
Support account for peacekeeping operations[b]	327.4	339.5	12.1	3.7
Subtotal	**7 888.9**	**7 971.6**	**82.7**	**1.0**
Voluntary contributions in kind (budgeted)	4.8	1.2	(3.6)	(75.0)
Total	**7 893.7**	**7 972.8**	**79.1**	**1.0**

[a] Inclusive of requirements of $741,400 for the Office of the Special Envoy of the Secretary-General for the Sudan and South Sudan, the Office of the Special Envoy of the Secretary-General for the Great Lakes Region, the Monitoring Group on Somalia and Eritrea, the United Nations Regional Office for Central Africa, the United Nations Assistance Mission in Somalia, the United Nations Office to the African Union and the Office of the Special Adviser to the Secretary-General on Conflict Prevention, including in Burundi for the 2016/17 period, which are charged against the appropriation for the biennium 2016-2017 under section 3, Political affairs, approved by the General Assembly in its resolution 70/249 A-C.

[b] Inclusive of requirements for the enterprise resource planning project of $16.8 million for the period from 1 July 2016 to 30 June 2017 and $25.0 million for the period from 1 July 2017 to 30 June 2018; requirements for information and systems security of $0.8 million for the period from 1 July 2016 to 30 June 2017 and $0.8 million for the period from 1 July 2017 to 30 June 2018; and requirements for the global service delivery model project of $0.9 million for the period from 1 July 2017 to 30 June 2018, pursuant to General Assembly resolution 71/272.

The General Assembly, in its resolution 69/273, requested the Secretary-General to formalize the Regional Procurement Office in Entebbe, Uganda, under the Procurement Division within the Department of Management of the Secretariat. For the period from 1 July 2017 to 30 June 2018, resource requirements of $2.4 million are included in the budget reports of the missions and support operations it serves.

The recommended action to be taken by the General Assembly is set out in section XIV of the present report.

Abbreviations

AMISOM	African Union Mission in Somalia
IPSAS	International Public Sector Accounting Standards
MENUB	United Nations Electoral Observer Mission in Burundi
MINURCA	United Nations Mission in the Central African Republic
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
ONUB	United Nations Operation in Burundi
UNAMA	United Nations Assistance Mission in Afghanistan
UNAMI	United Nations Assistance Mission for Iraq
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNIKOM	United Nations Iraq-Kuwait Observation Mission
UNISFA	United Nations Interim Security Force for Abyei
UNMEER	United Nations Mission for Ebola Emergency Response
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIS	United Nations Mission in the Sudan
UNMISS	United Nations Mission in South Sudan
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOAU	United Nations Office to the African Union
UNOCA	United Nations Regional Office for Central Africa
UNOCI	United Nations Operation in Côte d'Ivoire
UNOPS	United Nations Office for Project Services
UNOWA	United Nations Office for West Africa
UNPOS	United Nations Political Office for Somalia
UNPROFOR	United Nations Protection Force

UNSMIL	United Nations Support Mission in Libya
UNSMIS	United Nations Supervision Mission in the Syrian Arab Republic
UNSOA	United Nations Support Office for the African Union Mission in Somalia
UNSOM	United Nations Assistance Mission in Somalia
UNSOS	United Nations Support Office in Somalia
UNTSO	United Nations Truce Supervision Organization

I. Introduction

1. Pursuant to General Assembly resolution 59/296, the present report provides an overview of the financial and administrative aspects of United Nations peacekeeping operations. It provides consolidated information on the budget performance for the period from 1 July 2015 to 30 June 2016, the budget proposals for the period from 1 July 2017 to 30 June 2018 and the status of the Peacekeeping Reserve Fund.

2. The report of the Secretary-General on the overview of the financing of the United Nations peacekeeping operations presented during the seventieth session of the General Assembly (A/70/749) was streamlined to focus on new developments and provided increased analytical information on main cost drivers and cross-cutting initiatives. The Assembly welcomed the new format of the report in its resolution 70/286 (para. 12) and encouraged further positive developments in that regard.

Global context of peacekeeping operations

3. The number of ongoing conflicts in the world is increasing, particularly internal conflicts. Attacks perpetrated against civilians, in particular women, young people and children, have risen for the first time in a decade. This is compounded by the rise in violent extremism. More than 65 million people were forcibly displaced worldwide in 2016,[1] resulting in a significant burden for host countries and severely stretching the capacity of humanitarian agencies to respond. Many of today's armed conflicts are intractable and less conducive to political resolution. Many result from entrenched long-term conflict punctuated by episodic relapse into large-scale violence. These conflicts further demonstrate that notions of inter-State and intra-State conflict have blurred and there is no linear path to peace.

4. Complexities inherent in advancing political processes are compounded in some peacekeeping settings by tenuous consent from host Governments, which further complicates mandate delivery. The proliferation of non-State armed groups and the growing threat of violent extremism contribute to environments that are non-permissive for peacekeeping deployment, taking peacekeepers' lives and highlighting the gap between expectations and capabilities. From January to December 2016, attacks against peacekeepers remained high, resulting in 32 fatalities and 106 injuries. The protection of civilians mandates in such settings are particularly challenging in the face of immense needs and huge expectations.

5. While many peacekeeping operations successfully support the consolidation of peace and security in post-conflict environments, others continue to face the challenge of operating in the context of an absent or fragile political process. Disagreements at the international level on political solutions to conflicts further complicate the efforts of peacekeeping operations. This requires focus, leadership and dedication on the part of the United Nations to advance political processes and secure support from partners and the broader international community. Given the rapidly evolving and highly complex environment in which United Nations peacekeepers are deployed, the United Nations is rethinking the way missions are

[1] See www.unhcr.org/en-us/figures-at-a-glance.

planned and conducted to make them faster, more effective and both responsive and accountable to the needs of the people they serve.

Response of the Secretary-General to the recommendations of the High-level Independent Panel on Peace Operations

6. The report of the High-level Independent Panel on Peace Operations on uniting our strengths for peace: politics, partnership and people (A/70/95-S/2015/446) identified challenges in the way the United Nations plans and manages peace operations, in particular, fragmentation in the governance, funding and institutional architecture relating to peace and security. Similar messages were contained in the report of the Advisory Group of Experts on the Review of the Peacebuilding Architecture (A/69/968-S/2015/490) and the global study on the implementation of Security Council resolution 1325 (2000) contained in the report of the Secretary-General on women and peace and security (S/2015/716).

7. In 2015, in response to the broad recommendations of the Panel, the Secretary-General, in his report on the future of United Nations peace operations (A/70/357-S/2015/682), laid out an action plan based on three pillars of engagement:

(a) Renewed focus on politics, prevention and mediation;

(b) Stronger regional-global partnerships;

(c) New ways of planning and conducting peace operations to make them faster, more responsive and more accountable to the needs of countries and people in conflict.

8. Throughout 2016, the Secretary-General made progress in the implementation of initiatives presented in his action plan for peacekeeping operations. Areas in which significant progress has been made include the focus on prevention and political strategies in the area of protection of civilians, including increased dialogue with troop-contributing countries and the Security Council; the development of standards and procedures for addressing sexual exploitation and abuse and other misconduct; the development and adoption of standing administrative measures for times of surge or crisis; the development of policy on the planning and strengthening of strategic force generation and capability planning; and the consolidation of the partnership between the United Nations and the African Union.

9. Pursuant to the request by the General Assembly in its resolution 70/286 (para. 7), annex XII to the present report contains information on the current status of the implementation of the action plan of the Secretary-General in response to the recommendations of the High-level Independent Panel on Peace Operations.

II. Direction forward for peacekeeping

Enhanced performance in the United Nations peace and security pillar

10. In 2017, Secretary-General António Guterres announced that reforming the United Nations peace and security strategy, functioning and architecture would be a key priority. The Secretary-General will be pursuing opportunities in respect of processes and structures to improve the effectiveness of United Nations system entities working in the peace and security pillar and the coordination of that pillar with other pillars of the United Nations Secretariat. To that end, the Secretary-General established an internal review team to examine existing recommendations for change in the peace and security architecture contained in, but not limited to, the three reports referred to in paragraph 6 above. The team will develop options for improvements to the functioning of the peace and security pillar, with recommendations to be submitted to the Secretary-General by June 2017, in order to initiate a process of consultations with Member States and relevant entities.

11. The Secretary-General intends to engage with Member States on future proposals on enhancing the performance of the United Nations Secretariat in the area of peace and security, as appropriate. In the meantime, he has taken measures within his authority to reduce structural barriers to the effective performance of peace and security functions. Among the various measures, the Secretary-General instructed the regional divisions of the Departments of Peacekeeping Operations and Political Affairs of the Secretariat and the team at the United Nations Support Office in Somalia of the Department of Field Support of the Secretariat to co-locate in order to facilitate more effective and integrated decision-making. Further, the Departments of Peacekeeping Operations, Political Affairs and Field Support have been requested to explore options for closer collaboration on: (a) countries in transition; (b) strengthening regional-level coordination across peacekeeping operations and special political missions operating in the same region to leverage their comparative advantages; and (c) enhancing the regular consultative mechanisms and existing joint mechanisms to ensure coherence among the various components of the peace and security pillar.

12. The Secretary-General considers improvement in the integrated information flow through enhanced situational awareness and crisis management critical to making the United Nations more effective and efficient. Procedural and structural changes across the United Nations Secretariat will be required to deliver improvements in that area. Proposals in that regard will be presented to Member States in due course; the Secretary-General has, however, taken immediate steps to improve information management procedures and has instructed the United Nations Operations and Crisis Centre to report directly to the Assistant-Secretary-General for Strategic Coordination, within the Executive Office of the Secretary-General.

13. The United Nations Operations and Crisis Centre, which has been operational as an interdepartmental arrangement since 2013, serves as the 24/7 information and crisis hub in the United Nations Secretariat. The Centre provides situational awareness to United Nations senior leadership and facilitates crisis management. Presently, the Centre is headed by the Chief of the Peacekeeping Situation Centre,

within the Department of Peacekeeping Operations. It is staffed by personnel assigned by various United Nations Secretariat departments and offices, principally, the Departments of Peacekeeping Operations and Field Support, but also the Department of Safety and Security, the Department of Political Affairs, the Department of Management, the Office for the Coordination of Humanitarian Affairs and the Department of Public Information, as well as other United Nations entities, namely, the Office of the United Nations High Commissioner for Human Rights (OHCHR) and the United Nations Development Programme (UNDP). Arrangements to support the United Nations Operations and Crisis Centre will continue, including through secondments and loans of personnel, and the revised reporting arrangement will not affect the support provided by the Centre to peacekeeping operations in the areas of situational awareness, crisis management and executive communication. Going forward, the Secretary-General has requested the Centre to develop a detailed road map to further enhance the Centre's role as an integrated information and crisis hub. The Secretary-General will engage with Member States on further developments in that process, and proposals on new arrangements will be presented to the General Assembly for its approval, as appropriate.

Priorities of the Secretary-General for peacekeeping operations for the 2017/18 period

14. The priorities for peacekeeping operations for the coming period are:

(a) Bolstering capacities to support effective political solutions;

(b) Ensuring critical uniformed and civilian capabilities for mandate delivery in complex and dangerous environments;

(c) Protecting civilians and implementing human rights-related mandates;

(d) Ensuring responsible engagement with host countries and bolstering the "do no harm" principle;

(e) Forging and strengthening partnerships with regional and subregional organizations and mechanisms;

(f) Effective and efficient support to the field.

Bolstering capacities to support effective political solutions

15. The ultimate goal of peacekeeping is to help countries to find sustainable peace. In doing so, peacekeeping operations must renew the focus on civilian capacities necessary for strong, people-centred approaches and for the strengthening of integrated analysis and assessments for political solutions. Local-level engagement to improve the planning and sequencing of mandates is needed; planning processes should be informed by local realities to enable the design of peacekeeping operations that fit the needs on the ground, and the work of those operations should be guided by strategies that provide a road map for the lifespan of any given mission. The strategies should guide the work of the United Nations as a whole through prevention, mediation and good offices and political transitions, with a strong peacebuilding agenda set from the early stages and, where required by clear mission mandates, appropriate support to programmatic activities in coordination

with the United Nations country teams, as well as a plan for the extension of State authority, and consistent support to training and the capacity-building of national institutions.

Ensuring critical civilian and uniformed capabilities for mandate delivery in complex and dangerous environments

16. Given the increasingly complex and dangerous environments to which peace operations are deployed, it is essential to provide them with critical capabilities and the tools necessary to support mandate delivery. This includes early coordination with troop-contributing and police-contributing countries to ensure a sufficient number of contributions that meet all United Nations standards and requirements, as well as increased speed of deployment. Within peacekeeping operations, this will entail setting up mechanisms to enable the rapid deployment and high mobility of both civilian and uniformed personnel, as well as adequate enablers, performance measurement and increased training. In such environments, efforts and resources should be devoted to protecting and ensuring the safety of peacekeeping personnel. This includes thorough crisis management preparedness; improved situational awareness and an improved policy framework on peacekeeping intelligence; and the establishment of medical standards and casualty evacuation protocols. Efforts should also be directed at innovation and the use of technology to help missions to become faster and more efficient.

Protecting civilians and implementing human rights-related mandates

17. Peacekeeping must rise to the challenge of protecting civilians proactively and effectively while recognizing its limitations. The protection of civilians and human rights is, and should continue to be, at the core of peacekeeping operations; yet, the implementation of protection mandates must be realistic and linked to a wider political strategy that includes an integrated United Nations and whole-of-mission approach. The focus will be on the implementation of protection strategies that translate into a strong and consolidated approach to protection. That will require better threat assessments/analysis, improved reporting on protection threats and a continued focus on scenario planning and training, particularly of uniformed components.

Ensuring responsible engagement with host countries and bolstering the "do no harm" principle

18. Effective engagement with host countries is a key factor for the success of peacekeeping operations. Peace operations, with a whole-of-mission approach, should base actions on the needs of the communities they serve, shifting from merely informing or consulting communities to actively including communities in the work of peace operations. Adequate engagement with communities and a strict "do no harm" policy is critical to ensuring a responsible United Nations presence and a positive legacy after the departure of a mission. These principles should be applied both at the political and operational levels, for example, in the negotiation and adoption of compacts with host Governments.

19. The two key issues with respect to ensuring a responsible United Nations presence and a positive legacy are the protection of the environment and the

combating of sexual exploitation and abuse. Peacekeeping missions need support in order to establish environmental procedures that ensure a light footprint and improve power generation, water supply, wastewater treatment and waste disposal. To combat sexual exploitation and abuse, it is imperative to strengthen the capacity of peacekeeping missions to both prevent and adequately respond to cases when they take place.

Forging and strengthening partnerships with regional and subregional organizations and mechanisms

20. Regional dynamics have an impact on all United Nations peace operations and will continue to influence the situation in the Horn of Africa, the Great Lakes region, West and Central Africa and the Middle East. Reinforcing partnerships with regional and subregional organizations and mechanisms on strategic and operational matters remains essential for planning and backstopping peace operations at all stages of their life cycle.

21. Cooperation on peace and security issues is a priority for the Secretary-General; peacekeeping operations must therefore embrace not only working alongside other partners but also enabling complementarity. In particular, peacekeeping operations should deepen strategic and operational partnerships with the African Union, the European Union and other regional and subregional organizations and mechanisms and, when authorized by the Security Council, provide enabling support to those partners.

Effective and efficient support to the field

22. The United Nations Secretariat is fully committed to providing more rapid, effective, efficient and responsible field support with the objective of enhancing the Organization's focus on its core mission of brokering, fostering and maintaining peace.

23. Field-focused support from United Nations Headquarters and its global and regional service centres must be further developed and implemented. The Secretariat will continue working to provide solutions that meet specific requirements in diverse environments, aimed at achieving operational excellence in field support so that it is able to deliver against stakeholder expectations reliably, consistently and sustainably. To that end, the United Nations remains committed to the implementation of priority initiatives that enhance its capacity to support field missions, in particular improving supply chain management, strengthening environmental management, fostering technology and innovation, strengthening administration and management and enhancing measures to combat misconduct, including sexual exploitation and abuse.

III. Bolstering capacities to support effective political solutions

Assessment, planning and strategic reviews

24. Accurate analysis underpinning rigorous, well-tested plans is critical to effective peacekeeping. The implementation of the Policy on Integrated Assessment and Planning adopted by the Secretary-General and applicable to the United Nations

system remains the cornerstone of United Nations system-wide integration, promoting coherence and coordination of the United Nations responses with respect to peace consolidation efforts. Conflict analysis is now regularly included as part of strategic assessments to ensure that recommendations for mandates to be issued by the Security Council and subsequent plans address the conflict causes and drivers in support of a sustainable peace. Training on conflict analysis and strategic assessments, as well as a workshop for strategic planners on integrated planning, will continue to build the capacity of United Nations staff involved in assessments and the professionalization of strategic planners.

25. To increase the effectiveness of planning, implementation and reviews specific to peacekeeping operations, the Departments of Peacekeeping Operations and Field Support developed a new policy on planning, effective 1 January 2017, which complements the above-mentioned Policy on Integrated Assessment and Planning. The new policy articulates a standard planning process and clarifies the roles, responsibilities and decision points in planning peacekeeping operations. It is aimed at ensuring coordination and coherence in planning at the strategic, operational and tactical levels. The policy is mandatory for any planning process involving a peacekeeping operation throughout a mission's lifecycle. Specialized training for planning officers in Headquarters will accompany the roll-out of the new policy in 2017.

26. In 2016, strategic reviews/assessments were conducted in MINUSMA, MINUSCA, UNAMID, UNMISS, UNOCI and UNMIL, and planning processes were subsequently undertaken to align the work of missions with assessed priorities. Reviews/assessments are planned for 2017 in UNIFIL, MINUSTAH and MONUSCO.

Empowerment of women and gender mainstreaming

27. In its resolution 70/286 (para. 27), the General Assembly requested the Secretary-General to report on measures taken to expand the participation of women in peacekeeping operations and make further recommendations to increase the number of uniformed and civilian women in peacekeeping operations. The 2015 global study and review of the implementation of Security Council resolution 1325 (2000) highlighted the need to strengthen the implementation of the women and peace and security mandate through enhanced accountability and the strengthening of the gender architecture. Significant changes have therefore been introduced both in peacekeeping missions and at United Nations Headquarters. Initial feedback indicates that the new reporting lines have promoted both heightened accountability for the integration of gender into mission mandate delivery and strengthened strategic and technical support to all substantive components. A comprehensive evaluation will be finalized in 2017. In addition, military gender advisers have been deployed in UNMISS, MONUSCO, MINUSCA, MINUSMA and UNAMID. At Headquarters, an action plan is being implemented to increase the number of women in military contingents and promote gender mainstreaming in military operations.

28. In peacekeeping missions, senior gender advisers now report to the Special Representative of the Secretary-General, providing advice at the strategic level. The Departments of Peacekeeping Operations and Field Support continue to work closely with Member States to increase the number of uniformed women recruited

for peacekeeping operations, targeting in particular female candidates from troop-contributing and police-contributing countries. In that regard, the Police Division is working to increase the share of female police deployments, with the aim of reaching a target of 20 per cent by 2020. An all-female training course on certification for deployment was launched to increase the number of women United Nations police officers. The Police Division is also working on the implementation of women and peace and security mandates through the development of the United Nations Police Gender Toolkit: Standardized Best Practices on Gender Mainstreaming in Peacekeeping. The United Nations police components are operationalizing the toolkit through the United Nations police gender focal points network. The toolkit is being used to standardize specialized police induction training on gender mainstreaming and sexual and gender-based violence prevention and investigation and to mainstream gender perspectives in police planning processes across all peacekeeping missions. Through outreach events and visits to Member States, the dissemination of information on job vacancies and advice on recruitment processes and engagement with strategic partners such as the International Organization of la Francophonie, the United Nations Secretariat has raised awareness of the importance of improving the gender balance in peacekeeping operations. The Departments of Peacekeeping Operations and Field Support have mainstreamed gender considerations in the roster-based recruitment process for the field. The senior police leadership roster will further mainstream female representation at the senior level.

29. Gender considerations have also been mainstreamed in peacekeeping mission planning processes in response to the call by the Security Council in its resolution 2242 (2015) on women and peace and security for enhanced planning processes and integration of gender into strategic reviews. Gender conflict analysis is provided for each strategic review and increased attention is being given to gender-sensitive reporting and evaluation.

30. Gender targets have been included as an indicator of achievement in the compacts between the Secretary-General and his senior representatives and between the Secretary-General and the Under-Secretaries-General for Peacekeeping and Field Support. The Department of Peacekeeping Operations/Department of Field Support Gender Unit is developing a framework to measure compliance against those gender targets. The Gender Task Force has been elevated to the level of Director to improve awareness and management accountability and meets every quarter to provide oversight and support to gender mainstreaming processes across the Departments of Peacekeeping Operations and Field Support.

Development of leaders

31. In its resolution 70/286 (para. 21), the General Assembly stressed the importance of leadership development at all staff levels, regular performance management for senior leadership and strengthened accountability, and requested the Secretary-General to report on activities in that regard. The leadership and management of field operations continue to be strengthened through the close monitoring of leadership requirements in the field, the timely appointment of skilful leaders and improvement in the selection processes. The standard operating procedure on vacancy management and succession planning for civilian heads and deputy heads of mission has been updated and now applies to all phases of vacancy

management and succession planning. Selecting the right leaders and supporting them as they provide direction and management for peace operations are vital. Support is provided to heads and deputy heads of mission, including through the implementation of the leadership partnering initiative, formerly known as the mentoring programme. The initiative has continued to be implemented within existing resources, with mentors serving on a pro bono basis. Since its launch in November 2014, 16 partnerships (11 in peacekeeping missions) have been administered. Feedback from participants has been very positive. Mentees have shown appreciation for the useful insights, assistance in strengthening relationships and the personal rapport with the mentor. Mentors have underlined that they also benefit from the partnership. To further assist in nurturing leadership talent and building a pool of potential candidates for multi-hatted (Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator) positions in peace operations, the Departments of Peacekeeping Operations and Field Support are sponsoring candidates for the Resident Coordinator Assessment Centre.

32. Improving the representation of women remains a key priority. At the senior leadership level, women represented, as at September 2016, 25 per cent of heads and deputy heads of peacekeeping operations, an increase of 23 per cent compared with the past decade. Currently, 4 of the 16 peacekeeping operations are led by a woman. In addition, four deputy-level leadership positions, one of which is a multi-hatted function, are held by women. To increase the pool of qualified candidates for mission leadership positions with attention to geographical distribution and gender balance, the Departments of Peacekeeping Operations and Field Support continue to engage in targeted outreach to Member States and to potential female candidates within and outside the United Nations.

33. Efforts continue to ensure that individuals who are considered for senior leadership positions in the field adhere to the highest standards of ethics, conduct and integrity. The names and résumés of all potential candidates are shared with OHCHR with a view to examining whether they have been involved, by act or omission, in the commission of any violation of international human rights law or international humanitarian law. Internal procedures were developed for assessing screening results where required. In addition, the conduct and discipline records of all candidates with prior service in United Nations field missions continue to be consulted. All candidates are now required to complete a declaration of interest to identify, prevent and manage any conflicts of interest that may arise should the candidate be appointed to a position.

Programmatic activities

34. United Nations peacekeeping operations are cooperating increasingly with relevant United Nations implementing partners, which are often United Nations country team entities, in the implementation of missions' mandated programmatic tasks, providing an added tool to more effectively pursue political progress and wider mandate delivery wherever feasible. Such collaborative arrangements allow peacekeeping missions to leverage the substantive and programmatic expertise of the United Nations country team entities, as implementing partners, and build on comparative advantages. This helps to maximize the collective impact of the

mandate delivery of the United Nations system during all phases of the life cycle of a mission.

35. As an alternative to the traditional delivery modalities of peacekeeping missions, programmatic activities undertaken by implementing partners, including relevant United Nations country team entities, are intended to facilitate and strengthen the delivery by peacekeeping missions of their mandated activities. While programmatic activities are driven by the mandates of missions, they are also consistent with the mandates and country activities of the United Nations entities that implement them. Such activities do not, however, pertain to United Nations country team entities' own unrelated programmes nor do they address shortfalls in the resources and capacity of United Nations country team entities. Programmatic activities support the implementation of peacekeeping mission mandates, and increased cooperation could support the efforts of United Nations partners in leveraging their comparative advantage or in increasing their capacity as they contribute to or take over peacebuilding tasks.

36. An expansion of programmatic tools was highlighted in the report of the High-level Independent Panel on Peace Operations, wherein it was noted that peacekeeping operations and United Nations country teams need a better set of arrangements that would help them to deliver together and to deliver more effectively mandated tasks in support of peace consolidation. In addition to supporting mandate implementation, increased cooperation could have the ancillary benefit of effectively supporting the efforts of United Nations partners to increase their capacity to contribute to or take over peacebuilding tasks. Arrangements for programmatic delivery with implementing partners typically take the form of operational funds for projects required for the implementation of the respective mission's mandated tasks through a wide array of activities including, but not limited to, capacity-building, training, procurement of material and equipment, temporary consultancies and technical expertise.

37. Guidance has been formulated by the Departments of Peacekeeping Operations and Field Support to facilitate the selection and implementation of programmatic activities and to ensure that the intent of cooperation activities is appropriately applied. Successful outcomes rely on early engagement with implementing partners to allow for a long lead time in planning, assessing the comparative advantage for programme delivery.

IV. Ensuring critical uniformed and civilian capabilities for mandate delivery in complex and dangerous environments

Enhancing rapid force generation, capabilities and performance of uniformed personnel

38. In order to leverage the performance improvement framework for uniformed components developed in the Department of Peacekeeping Operations and the Department of Field Support, the Strategic Force Generation and Capability Planning Cell and the Uniformed Capabilities Steering Group help to coordinate efforts across the Departments of Peacekeeping Operations and Field Support to address critical capability gaps in assets, training, rapid deployment and overall

performance and to better understand and communicate capability needs to Member States. More specifically, the Strategic Force Generation and Capability Planning Cell engages on a longer-term basis with troop-contributing and police-contributing countries at a strategic level.

39. The historic 2015 Leaders' Summit on Peacekeeping, at which 51 Member States and regional organizations made pledges of over 40,000 new troops and police personnel, was followed in September 2016 by the United Nations Peacekeeping Defence Ministerial in London, attended by more than 70 Member States. The Ministerial generated significant pledges by a number of Member States for rapidly deployable capabilities. The pledges will help to develop the vanguard brigade concept already defined by the Uniformed Capabilities Steering Group and should allow for more rapid deployment of a brigade-size force in 2017. A total of 238 new military and police units have now been pledged in the new Peacekeeping Capability Readiness System, 169 of which are fully registered. By the end of 2016, more than 70 units had undergone comprehensive on-the-ground assessments. The assessments will enable quicker deployment of more predictable capabilities in the future. Significant gaps remain, however, especially in newly expanded missions such as MINUSMA and UNMISS. The Department of Peacekeeping Operations and the Department of Field Support will continue developing engagement plans with all Member States to find proactive and creative ways to provide the required capabilities.

40. Since its inception in 2013, the Office for the Peacekeeping Strategic Partnership has conducted reviews of 11 missions to identify systemic challenges that affect the ability of uniformed components to deliver on their mandates. Some of the issues identified include those related to executive guidance and direction; leadership; integration, including command and control and planning; force generation; compliance with mandates; conduct and discipline; and welfare. A number of initiatives were undertaken to address the most pressing systemic issues, which will continue in the coming year; examples include the development and/or revision of policy and guidance on, inter alia, authority, command and control in peacekeeping operations, military planning processes, directives to heads of military components, operational readiness assurance and force headquarters. Efforts also included discussions with Member States to assist in bridging gaps. The Office of Military Affairs in the Department of Peacekeeping Operations has conducted studies to assess the capabilities of military components in UNDOF and MINUSCA and has reviewed the military components in UNAMID and MONUSCO.

41. In line with the operational readiness assurance and performance improvement policies promulgated by the Department of Peacekeeping Operations in January 2016, troop-contributing countries are called on to certify the operational readiness of their units before their deployment. Troop-contributing countries are also requested to conduct screening for misconduct and to certify that none of the members of the units have been involved in a criminal offence (see further details under the prevention of sexual exploitation and abuse and other misconduct below). The Department of Peacekeeping Operations and the Department of Field Support have issued guidance for troop-contributing countries on operational readiness preparation, which provides clarity on minimum technical standards required by officers and soldiers to serve in peacekeeping missions, as well as predeployment training. The departments have also issued guidelines on the use of force, which

elaborate on expectations and support performance improvement of military contingents. Similar measures are in place for police-contributing countries. Lastly, in 2016, two policy documents were issued for the systematic evaluation of the operational readiness of deployed military units and force headquarters. As at 31 December 2016, 147 units and 10 force headquarters had been evaluated.

42. Since 2016, an increased number of mobile training teams have provided targeted support to troop-contributing and police-contributing countries in meeting certification requirements by enhancing the countries' capacity in the delivery of predeployment training. Following the pledges by Member States of additional troops and capabilities made at the 2015 Leaders' Summit on Peacekeeping, mobile training teams were deployed in support of new and emerging troop-contributing and police-contributing countries. The establishment, on a pilot basis, of train-the-trainers capacity in Entebbe, Uganda, will strengthen the capacity of Member States to deliver training in accordance with United Nations standards. The train-the-trainers capacity provides a dedicated venue where Member States trainers can attend train-the-trainer programmes on military and police predeployment training courses required by the United Nations. The train-the-trainers capacity activities and administrative support are funded by voluntary contributions from Member States. The capacity is co-located with the civilian predeployment team in Entebbe (effective January 2017) to enable integrated training among the military, police and civilians.

43. The General Assembly, in its resolution 67/261, approved a new troop reimbursement framework. Based on Assembly resolution 68/281, since 1 July 2016, the reimbursement rate has been $1,365 per person per month and will increase to $1,410, with effect from 1 July 2017. Another survey will be conducted during the 2017/18 period, the results of which will be submitted for the consideration of the Assembly at its seventy-second session. As part of the troop reimbursement framework, effective 1 July 2014, proportional deductions to the standard per person rate of reimbursement are made in relation to absent or non-functioning major equipment for units deployed under signed memorandums of understanding, on the basis of quarterly contingent-owned equipment verification reports from missions. The first deductions were made for the quarter from 1 January to 31 March 2014. Annex V to the present report provides information through to the last quarter of 2016.

44. It is important for mandate delivery that memorandums of understanding be signed in advance of deployment to ensure that all parties operate within a formal accountability framework and with the full acknowledgment of their respective obligations in terms of the provision of major equipment and self-sustainment. As shown in annex V, there are 28 units currently deployed without a signed memorandum of understanding. Furthermore, the deduction from troop cost reimbursement proportional to missing and non-functional major equipment cannot be effected until memorandums of understanding are signed. Delays in signing memorandums create retroactive deductions (backlogs from previous verification reports), which hampers the accurate recording of expenditures by period, as well as proper and timely analysis of capability gaps and the impact of the reimbursement framework on performance. In order to address the situation, the Organization is introducing a more robust follow-up mechanism to ensure that memorandums of

understanding are signed before deployment or at the latest, within three months after deployment.

45. In the context of the troop reimbursement framework, the two premiums authorized under General Assembly resolution 67/261 were awarded during the previous period. The "risk" premium, awarded to individual units operating without caveats or restrictions that perform well despite exceptional levels of risk, was certified and paid to members of individual contingents in qualifying units in UNMIL and MINUSMA. The "enabling capabilities" premium, awarded for the rapid deployment of key enabling capabilities considered critical in the operations of a mission, particularly during start-up or expansion phases, was certified and paid for the deployment of the 250-person quick-reaction force from UNOCI to MINUSCA during the period from November 2015 to February 2016.

46. The 2017 triennial meeting of the Working Group on Contingent-Owned Equipment was held from 16 to 27 January 2017. The Working Group made a number of recommendations to the Fifth Committee of the General Assembly aimed at assisting troop-contributing and police-contributing countries, as well as peacekeeping missions, in addressing a number of operational and logistical challenges. The report of the Working Group (A/C.5/71/20), accompanied by the related report of the Secretary-General on the triennial review of the rates and standards for reimbursement to Member States for contingent-owned equipment (A/71/802), will be presented to the General Assembly for its consideration at the second part of its resumed seventy-first session. Subject to the decisions of the Assembly thereon, a new version of the Contingent-Owned Equipment Manual will be issued.

Improving medical standards and capabilities in the field

47. The General Assembly, in its resolution 70/286 (para. 32), recognized the increasing demands and challenges of the volatile work environment faced in peacekeeping operations, and requested the Secretary-General to strengthen capacity and standards with regard to the 10-1-2 casualty response, including capacity-building, training and education, and to continue to develop innovative solutions in that regard.

48. The United Nations medical duty of care for its peacekeepers must be strengthened to meet its operational challenges. A steering committee was established to address medical standards and capabilities in the field. The steering committee comprises representatives from the Medical Services Division of the Office of Human Resources Management of the Department of Management, which leads the committee, and the Department of Peacekeeping Operations and the Department of Field Support have been tasked with developing a medical performance framework, which will apply to both civilian and military health-care capabilities. In consultation with Member States, the steering committee is developing United Nations medical standards for basic first aid, first responders, casualty evacuation and the United Nations level I, II and III hospitals. On completion, performance standards will be rolled out across all peacekeeping operations to ensure that all United Nations medical facilities, including those provided by troop-contributing and police-contributing countries, are adhering to the standards. Recommendations by the steering committee were considered by the

Working Group on Contingent-Owned Equipment in the context of its 2017 report. The recommendations sought to address the most urgent and critical shortcomings identified in the capacities and services of United Nations medical facilities.

49. The United Nations Secretariat continues to implement and ensure 24/7 medical evacuation capabilities. These specialized services have been implemented through military airlift capabilities or commercially contracted services, with the aim of meeting international standards for casualty evacuation. For this to occur, host countries must support requests for medical and casualty evacuation, including airspace access. Mission-specific impediments to night flight operations for the purposes of casualty evacuation also continued to be addressed. In some missions, the composition of air fleets and medical facilities were reviewed to ensure that adequate staff and other operational resources were dedicated to meet emergency requirements. The Organization continues to assess the adequacy of medical support arrangements in order to enhance the safety and security of uniformed and civilian peacekeeping personnel. Peacekeeping missions that experienced challenges in responding to medical emergencies and casualty evacuation owing to a lack of adequate infrastructure or a deteriorating security situation were provided, by Member States under a letter of assist, with aeromedical evacuation and search and rescue air capabilities and with specialized equipment such as night vision and/or missile protection systems to ensure that such operations could be safely conducted.

Advancing technology and innovation

50. Efforts to enhance the use of technology in peacekeeping operations over the past year have been focused on the execution of a strategy to implement the recommendations of the Expert Panel on Technology and Innovation, which was submitted to the Under-Secretaries-General of the Department of Peacekeeping Operations and the Department of Field Support in March 2015. The recommendations of the Expert Panel were subsequently endorsed by the High-level Independent Panel on Peace Operations.

51. The implementation strategy, which is aligned to the Organization's information and communications technology (ICT) strategy and is implemented in coordination with the Department of Peacekeeping Operations/Department of Field Support Uniformed Capabilities Steering Group, reflects efforts to enhance information, analysis and intelligence capacities. The implementation strategy has catalysed the deployment of new and innovative technologies to the field in the areas of camp security, convoy protection, information-gathering, analysis and management to improve situational awareness. The importance of technology has risen significantly and it is now a strategic enabler in peacekeeping operations.

52. The Departments of Peacekeeping Operations and Field Support actively pursue modalities to identify, acquire, test and deploy innovative technologies in field operations. To capitalize on the expertise and experience of Member States and other external actors, such as universities and think tanks, the Departments have continued to expand the Partnership for Technology in Peacekeeping. This includes the third annual International Partnership for Technology in Peacekeeping Symposium, which was held in the Republic of Korea in November 2016. Further efforts to implement the recommendations of the Expert Panel on Technology and Innovation, particularly those oriented towards the longer-term transformation of

technology implementation and support to the field, will be reflected in the forthcoming medium-term field technology framework.

V. Protecting civilians and implementing human rights-related mandates

Ensuring protection and consolidating specialized protection functions

53. Ten peacekeeping missions (equivalent to 95 per cent of all peacekeeping personnel in the field) hold mandates from the Security Council to protect civilians from physical violence. The United Nations Secretariat continues to work on strengthening the strategic and operational capacities of missions to respond to protection threats. In that regard, the Departments of Peacekeeping Operations and Field Support are facilitating the conduct of desktop simulation exercises on the protection of civilians in peacekeeping missions. During the simulation exercises, senior mission leaders practise responses to scenarios such as a mission crisis and receive feedback, as well as the benefit of lessons learned across the field.

54. Support to the implementation of protection of civilians mandates includes the provision of policy and guidance. The Police Division of the Department of Peacekeeping Operations is developing guidelines on the role of the United Nations police in implementing protection of civilians mandates, which will be finalized in the current period. Indicators have been developed to improve the ability to assess the effectiveness of activities for protection of civilians mandates.

55. In 2016, the Departments of Peacekeeping Operations and Field Support conducted an evaluation of the protection functions and structures in peacekeeping missions, focusing on five missions, namely, MINUSCA, MINUSMA, MONUSCO, UNAMID and UNMISS. The evaluation examined mission-specific strategies for the protection of civilians. The evaluation revealed that strategies were useful at several levels, but that effective implementation required coherence between the mission's approach to protection and its overall political strategy, as well as a renewed focus on training, command, integrated operational planning and communications and expectations management. The evaluation generated 18 recommendations to strengthen strategies for the protection of civilians and enhance the overall strategic approach. An action plan for the implementation of the recommendations has been developed and a working group at United Nations Headquarters has been established to monitor progress.

56. Since July 2016, MINUSCA and MINUSMA have begun to consolidate specialized functions relating to child protection and conflict-related sexual violence under the mission component of human rights and protection of civilians. Consolidation under a single component will strengthen the coherence of the mission's response to protection of civilians by ensuring a systematic and comprehensive analysis of protection of civilian issues and building synergies in strategic and operational planning. The specialized functions maintained have not been merged; they retain their distinct status and dedicated capacity required to deliver mandates relating to children and armed conflict and conflict-related sexual violence. Impact assessments begin in March 2017. Similar proposals for

consolidations are presented in the reports on the budgets for MONUSCO, UNAMID and UNMISS for the 2017/18 period.

Building peace, the rule of law and security institutions

57. Police, justice and corrections components in peacekeeping operations assist host countries in building the capacity of their personnel and strengthen the rule of law to advance political processes, improve security and facilitate stabilization, protect civilians, extend State authority and promote accountability for crimes that fuel conflicts. The structure of peacekeeping missions and their coordination arrangements with the United Nations country teams increasingly reflect an integrated approach to devising and implementing joint human rights, police, justice and corrections strategies and programmes. The approach is supported by the Department of Peacekeeping Operations and UNDP as well as other United Nations system partners under the Global Focal Point for Police, Justice and Corrections Areas in the Rule of Law in Post-Conflict and other Crisis Situations.

58. The Standing Police Capacity and Justice and Corrections Standing Capacity continue to play a critical role in starting up new and strengthening existing police, justice and corrections components in peacekeeping operations. In 2015, the Secretary-General commissioned an external review of the functions, structure and capacity of the Police Division (see A/70/357-S/2015/682). As a result, the Police Division of the Department of Peacekeeping Operations began implementing recommendations to enhance United Nations police capabilities and overall performance, in coordination with Member States, as appropriate. This included the completion of the Policy on Formed Police Units and the Protection of Civilians: Implementing Guidelines for Military Components of United Nations Peacekeeping Missions; advancing the Strategic Guidance Framework for International Police Peacekeeping through the development of manuals in coordination with Member States; strengthening knowledge management, lessons learned and training capacity; and refining the recruitment system to enhance geographic representation and gender balance.

59. Strengthening rule of law and security institutions is a critical element of the Secretary-General's Plan of Action to Prevent Violent Extremism (A/70/674). Building on pilot projects to address violent extremism in Mali, a comprehensive operational strategy to manage non-State armed groups with terrorist affiliations is being developed, together with the launch of an external evaluation of disarmament, demobilization and reintegration programmes, to demonstrate the impact of programmatic activities on peace consolidation. The Department of Peacekeeping Operations, in partnership with the United Nations Children's Fund and the United Nations University, is developing guidance on the treatment of children who have been involved with extremist groups.

60. In accordance with Security Council resolution 2151 (2014) on security sector reform, the Security Sector Reform Unit of the Department of Peacekeeping Operations continues to support complex security sector reform mandates (MINUSCA, MINUSMA, MONUSCO, UNMISS, UNMIL and UNOCI). The Department of Peacekeeping Operations further initiated the review of its Policy on Defence Sector Reform. Recognizing the role of regional organizations in the area of security sector reforms, as noted by the Council in its resolution, the Security

Sector Reform Unit initiated a mapping of support to security sector reform, in collaboration with the European Union, the African Union and the Organization for Security and Cooperation in Europe, with the aim of enhancing the overall predictability of support to this area.

61. Requirements for mine-action activities persist, especially in new conflict areas such as those faced by MINUSMA. Further details on mine-action activities are provided in paragraph 192 below. Peacekeeping operations are deployed in increasingly dangerous environments marked by widespread contamination with the explosive remnants of war, the proliferation of illicit weapons and the increased use of improvised explosive devices in targeted attacks. The United Nations Mine Action Service (UNMAS) works to strengthen the safety and mobility of peacekeeping personnel and enable missions to implement their mandates. Activities fall under three broad categories: risk mitigation and clearance of landmines and explosive remnants of war; weapons and ammunition management; and improvised explosive device threat mitigation. The latter accounts for the majority of the increase in mine action peacekeeping programmes from 2011 to 2016 and includes detection and disposal, training, mentoring and technical advice. Over the years, mine-action activities in peacekeeping operations have increased significantly in size, scope and complexity, from $32 million in the 2005/06 period to $195 million in the 2016/17 period.

62. Further to the request by the General Assembly in its resolution 70/286 (para. 33) that the Secretary-General report on the possible application of new, innovative techniques, including the use of animals, for demining activities in peacekeeping operations, explosive detection dogs are already being used in MINUSMA, UNMISS and UNSOS to conduct the search of vehicles and personnel that may be carrying explosives, ammunitions or weapons. Other detection techniques, including the use of rats, are suitable for the detection of small amounts of explosives such as those used in anti-personnel landmines, under certain conditions (for example, defined area of threats, flat terrain with little or no vegetation, favourable weather). However, the explosive threats currently faced by peacekeeping operations are mostly sporadic and asymmetric in nature and few missions operate in contexts with well-defined, static minefields or favourable weather conditions. The United Nations will continue to explore the best combination of techniques in support of its peacekeeping mandates, based on an analysis of the nature of explosive threats, the geographical and security environment, their cost-efficiency and compliance with international standards.

VI. Ensuring responsible engagement with host countries and bolstering the "do no harm" principle

Strengthening environmental management

63. The General Assembly, in its resolution 70/286, requested the Secretary-General to continue efforts to reduce the overall environmental footprint of each peacekeeping mission in full compliance with relevant rules and regulations. In accordance with the decision of Member States, the Secretary-General set out a long-term vision and a strategy for the Organization's environmental performance. Based on that vision, the United Nations will strive to deploy responsible

peacekeeping missions that achieve maximum efficiency in their use of natural resources and operate at minimum risk to people, societies and ecosystems, contributing to a positive impact wherever possible.

64. The installation of wastewater treatment facilities in peacekeeping missions continues to be a high priority; 439 wastewater treatment plants, which produce reusable effluent, have been acquired across peacekeeping missions. A range of global system contracts enable the implementation of renewable energy initiatives for increased efficiency and uptake of renewables by peacekeeping missions, including the use of solar energy for power generation, lighting, water heaters and ICT applications.

65. The Departments of Peacekeeping Operations and Field Support developed a waste management policy, which was promulgated across peacekeeping missions in 2015. While the regulatory foundation, originally established with the environmental policy in 2009 and strengthened by the promulgated waste management policy, will continue to be developed and refined, the primary emphasis for the coming period will be on strengthening management systems and improving performance.

66. The three-year Rapid Environment and Climate Technical Assistance Facility (REACT) developed in consultation with the United Nations Environment Programme (UNEP) was formalized in June 2016 and will reach full capacity in early 2017. The provision of technical support from UNEP is well under way. The Programme provides technical assistance with strategy development and systems development to the Departments of Peacekeeping Operations and Field Support, at the Headquarters level, as well as advice to peacekeeping missions. The REACT facility temporarily strengthens the technical assistance capacity in environmental engineering centrally located in the United Nations Logistics Base at Brindisi, Italy. Under the Environment Strategy of the Department of Field Support, the Logistics Base will play a stronger role in providing critical advice to peacekeeping missions on environmental issues through short-term deployments such as surge capacity for environmental engineering during start-up, expansion or liquidation, or the provision of expertise during the operational phase for immediate hands-on technical assistance and the design of mid- to long-term solutions. The UNEP facility will support that role through the provision of technical expertise on energy (both efficiency and renewables), water and wastewater, and solid waste management (including hazardous waste). Initiatives already under way include the remediation of soil in UNOCI and support with the planning of hazardous waste disposal in MINUSTAH. The Logistics Base will work in partnership with UNEP during the first phase of strategy implementation, while missions are being assisted to improve standards. Subsequently, during the second phase of the strategy, the role of the Logistics Base will be to sustain appropriate standards in missions over the long term.

67. The peacekeeping operations environmental footprint reduction will be realized through a multi-year strategy, launched in late 2016 by the Department of Field Support. The strategy introduces a performance and risk management system and establishes preliminary three-year objectives in relation to energy, water and wastewater, waste, wider impact and environmental management systems. Wherever possible, environmental performance baselines have been established and key

performance indicators, applicable across all peacekeeping missions, have been developed to create the foundation of a performance management framework. The framework will strengthen as historical data are accumulated and measures will be refined and improved.

68. The majority of peacekeeping operations implemented projects in 2016 and there are proposals for further investments in the year ahead. Renewable energy projects specific to power generation have been introduced in UNMISS, UNMIK, the Global Service Centre and UNFICYP, with new proposals being made for the 2017/18 period, including in MONUSCO, UNMIK, UNAMID and UNSOS. These investments are consistent with the 2030 Agenda for Sustainable Development, including Goal 7 on affordable and clean energy, and with General Assembly resolution 70/205 on the protection of global climate for present and future generations of humankind.

Preventing sexual exploitation and abuse and other misconduct

69. The United Nations gives the highest priority to promoting and ensuring compliance with its standards of conduct. The conduct and discipline function has been integrated as a core management function defined by enhanced accountability and performance expectations. The zero tolerance policy remains central to activities under the four strategic pillars of integration, capacity-building, awareness-raising and outreach and performance-based accountability within the integrated conduct and discipline framework, first introduced in 2011.

70. The Secretary-General laid out a robust programme of action in his two most recent reports to the General Assembly on special measures for protection from sexual exploitation and sexual abuse (A/69/779 and A/70/729) with wide-ranging initiatives covering prevention, response and victim assistance. Where implementation rests with the Secretary-General, the initiatives are being steadily implemented in peacekeeping and special political missions. The adoption by the Assembly of its resolution 70/286, on cross-cutting issues, reaffirms the commitment of Member States and the Organization to fully implementing the initiatives and the United Nations policy of zero tolerance of sexual exploitation and sexual abuse. Another key development is the adoption of Security Council resolution 2272 (2016), which addresses sexual exploitation and abuse by peacekeepers deployed under Council mandates.

71. There has been progress in a number of critical areas. The policy on accountability for conduct and discipline in field missions is being implemented in relation to the application of the standards of conduct for all categories of personnel. The related accountability framework on conduct and discipline for field missions was enhanced in 2016 with an electronic tool for quarterly and annual reporting. In order to continue to enhance transparency, expanded information is made available to the public on the conduct and discipline website through more regular updates. Annual quality assurance exercises are conducted, building on ongoing efforts in case management, allowing for regular inventory of the status of open cases and ensuring action in a timely manner.

72. Concerning prevention, with the introduction of vetting of members of military contingents and formed police units in April 2016, all categories of personnel are now vetted for misconduct during prior service in United Nations

peacekeeping and special political missions. Member States are also formally certifying, prior to deployment, that no unit member has been previously repatriated on disciplinary grounds or otherwise barred from participation in United Nations peacekeeping operations in connection with an act of serious misconduct, including sexual exploitation and abuse, and that all unit members have undergone the required predeployment training in conduct and discipline, including on sexual exploitation and abuse, delivered in accordance with United Nations standards.

73. An e-learning programme on sexual exploitation and abuse was piloted at Headquarters and in missions in 2016. It has since been launched as a mandatory online training programme for all peacekeeping personnel, in addition to the broader core predeployment training materials on United Nations standards of conduct. Member States continue to adopt best practices in preventing and providing effective responses to misconduct by their personnel, and a trust fund for victim assistance has been established to provide support to services for victims based on voluntary contributions.

74. Since the appointment of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse in March 2016, inter-agency partnerships have been strengthened in all areas through the drafting of protocols and the preparation of standardized tools and guidance towards a system-wide harmonized approach to addressing sexual exploitation and abuse. The report of the Secretary-General on combating sexual exploitation and abuse (A/71/97) provided updates on the implementation of the programme of action. In January 2017, the Secretary-General announced the creation of a high-level task force, chaired by the Special Coordinator, to strengthen the Organization's approach to preventing and responding to sexual exploitation and abuse by developing a clear, game-changing strategy to achieve visible and further improvement in that regard. In his recent report entitled "Special measures for protection from sexual exploitation and abuse: a new approach" (A/71/818), the Secretary-General set out, for the consideration of the General Assembly, elements of a strategic framework to prioritize the rights and dignity of victims and end impunity and called upon Member States to join him in a unified effort to detect, control and prevent incidents of sexual exploitation and abuse in order to make zero tolerance a reality.

VII. Forging and strengthening partnerships with regional and subregional organizations and mechanisms

Reinforcing global and regional partnerships and local engagement

75. As the nature of conflict continues to evolve, strengthening strategic partnerships with regional and subregional organizations, in particular the African Union and the European Union, will remain critical to address the causes of conflicts.

76. The United Nations Secretariat and the African Union Commission continue to work together to enhance their cooperation on peace and security, including through biannual meetings of senior-level joint task forces, monthly Director-level videoconferences and working-level meetings. In the area of operational support, cooperation between the African Union and the United Nations on planning and

supporting peace operations has become more systematic and, at the political level, there are annual joint consultations between the United Nations Security Council and the African Union Peace and Security Council. Recently adopted frameworks, including Agenda 2063, the African Peace and Security Architecture Road Map 2016-2020 and the Maputo Five-year Strategic Workplan for the African Standby Force, provide important entry points for the United Nations to provide support. The report of the Secretary-General on strengthening the partnership between the United Nations and the African Union on issues of peace and security in Africa, including the work of the United Nations Office to the African Union (S/2016/780), detailed the evolution of the relations between the two organizations. In parallel, the General Assembly approved the strengthening and restructuring of the United Nations Office to the African Union to address long-standing and the most immediate gaps in the political and strategic operational support (see the report of the Secretary-General on the review of the Office (A/71/551) and Assembly resolution 71/270).

77. Following the call by the High-level Independent Panel on Peace Operations, a joint African Union-United Nations review of available mechanisms to finance and support African Union peace support operations was completed and its report was shared with the Security Council and the General Assembly on 23 September 2016 (A/71/410-S/2016/809). The joint review examined external support provided to the 12 peace support operations mandated or authorized by the African Union at that time, as well as related doctrine, capability, safety and security, human rights and accountability. In the report, it is stated that the partnership is essential, evolving, innovative and increasingly effective. In addition, the joint review report informed ongoing discussions on flexible, predictable and sustainable financing of the African Union peace support operations authorized by the Security Council, which have the potential to consolidate and deepen the partnership.

78. On 18 November 2016, the Security Council discussed the cooperation between the United Nations and the African Union on peace and security issues, including the financing of African Union peace support operations authorized by the Council. In its resolution 2320 (2016), the Council acknowledged the centrality of the United Nations-African Union cooperation while calling for a more strategic and predictable partnership. It expressed the readiness of the Council to consider proposals of the African Union for future authorization and support by the Security Council and under the Security Council's authority under Chapter VII of the Charter of the United Nations, including on financing and accountability and invited the African Union to provide, within six months, an update on the proposed scope of peace operations and on the accountability, transparency and compliance frameworks for African Union peace support operations. The Council also requested the Secretary-General to provide within six months a detailed report while continuing to work closely with the African Union to refine the options for further cooperation on those proposals.

79. The European Union Global Strategy on Foreign and Security Policy, issued on 28 June 2016, proposes enhanced support from the European Union Common Security and Defence Policy to United Nations peacekeeping and peacebuilding efforts, especially in the area of rapid response. Through the Common Security and Defence Policy, the European Union has deployed civilian and military missions to work side by side and in full cooperation with United Nations peacekeeping operations. The most recent example is the launch on 16 July 2016 of the European

Union training mission in the Central African Republic to work closely with MINUSCA. The United Nations-European Union partnership will continue to be strengthened. In that regard, the United Nations will reinforce cooperation with European Union missions, including in the Central African Republic and Mali, and focus on collaboration at the headquarters level on key thematic areas such as security sector reform.

VIII. Effective and efficient support to the field

80. The Department of Field Support helps United Nations operations in the field, including peacekeeping missions, by providing support solutions that are rapid, effective, efficient and responsible. The Department continually innovates to deliver and improve, while providing essential support to peacekeeping operations on four continents, in 30 countries, including the African Union's largest mission.

81. Over the past year, the Department of Field Support has continued to align its organizational vision, priorities, performance frameworks and management forums around client needs and stakeholder expectations, including those of the Security Council, the General Assembly and Member States. The Department also continues the consolidation of its processes, tools and systems in the pursuit of operational excellence, stressing continuous improvement in the delivery of consistent, reliable and sustainable results.

82. The Department of Field Support is strengthening its frameworks for performance measurement and control to ensure that support services deliver optimally on mandates, client needs and stakeholder expectations. For the 2017/18 period, the Department worked with peacekeeping missions to codify an initial set of 14 key indicators to track the performance of all support components. The standard indicators set covers a broad range of support issues including, for example, recruitment timelines and the management of United Nations-owned equipment. The indicators form the basis for greater harmonization of the results-based-budgeting frameworks for support components, as reflected in the reports on the budgets for all peacekeeping missions for the 2017/18 period. Standardizing key performance indicators will also foster greater comparability, consistency and clarity around mission support performance.

83. The core long-term priority initiatives for the Department of Field Support were presented in the previous report of the Secretary-General on the overview of the financing of United Nations peacekeeping operations (A/70/749) and these remain central to its efforts. The Department's short-term priorities for the coming period are to improve supply chain management, strengthen environmental management, foster technology and innovation, strengthen administration and management (to support the implementation of the recommendations of the High-level Independent Panel on Peace Operations and develop proposals for the global service delivery model) and combat misconduct.

Improving supply chain management

84. The implementation of an end-to-end supply chain management approach will establish an integrated solution to address the logistical constraints of peacekeeping

missions in a timely, effective and efficient manner. The new approach will allow for global strategic planning and managing based on the consolidated requirements of missions; better visibility of the logistics requirements of all missions; potential for consolidation and economies of scale; and the facilitation of strategic freight and cargo and passenger movements benefiting from optimal shipping solutions. The process will be supported by a strong performance management team dedicated to developing policies, guidelines and procedures, key performance indicators and a performance management framework. The integrated approach will be fully supported and enabled by Umoja, which is being enhanced, primarily for field missions, as part of the Umoja Extension 2 process. It will provide analysis for historical data, forecasting and contingency planning. As stated in the previous report (A/70/749, paras. 45-48) the strategy for supply chain management is based on four interlinked priorities: integrated end-to-end processes; different solutions for different situations; enabling solutions for infrastructure, technology and resources; and effective performance management. Those priorities will be reflected during a longer-term organizational transformation in line with an integrated approach. They will be complemented by the four pilot projects launched during the 2015/16 period, which guide the implementation of supply chain management in a phased manner.

85. The four pilot projects will support the implementation of the overall supply chain management by achieving improvements in the areas of: (a) acquisition planning; (b) centralized warehousing; (c) the use of international commercial terms for delivery; and (d) the establishment of the framework for a trial of the entire end-to-end supply chain through the East Africa Corridor project. The current status of the projects are summarized as follows:

(a) The acquisition planning project resulted in the creation of a consolidated plan to optimize global sourcing, and the centralized warehousing project led to the streamlining of warehouse management in multiple missions, enabling central visibility of inventory, which helps informed decision-making on the acquisition of additional inventory;

(b) A manual on centralized warehousing operations in peacekeeping missions was issued in January 2017 to align global, regional and mission centralized warehousing processes, allowing all core warehousing activities, including the receipt, storage, safeguarding and issuance of goods, to be cohesive, integrated and effective;

(c) The international commercial terms project analysed the existing usage of international delivery terms in systems contracts and formulated guidelines intended to lead to more effective use of the delivery terms for goods acquired through an international competitive process;

(d) The pilot of the East Africa Corridor project, which is aimed at establishing a consolidated regional approach to sourcing and delivery for key commodities will be implemented by June 2017. The pilot covers five peacekeeping missions, namely, MONUSCO, UNAMID, UNISFA, UNMISS and UNSOS, and will test the use of coordinated planning, sourcing and delivery processes in the region. Results will be assessed through a cost/benefit analysis, which will include comparatives with global procurement contracts and arrangements. The pilot project, which takes place during the 2017/18 period, involves the key actors in

sourcing and delivery in the region, namely, the Regional Procurement Office in Entebbe, Uganda, the Transportation and Movements Integrated Control Centre in Entebbe and the MONUSCO Support Base.

86. Establishing supply chain management requires a change in mindset and a change in management efforts through training and reprofiling. It also requires organizational structures to be revised and aligned to reinforce the new working processes. Budget proposals for the 2017/18 period include the restructuring of the Logistics Support Division of the Department of Field Support to reflect the needs of an integrated end-to-end supply chain approach. The United Nations Logistics Base at Brindisi also proposes to revise its structure to adopt the supply chain approach. The Logistics Base will support supply chain planning by collecting and consolidating missions' requirements and will continue to support the implementation of four projects initiated under the supply chain management pillar.

87. A first version of the blueprint for supply chain management has been finalized. The blueprint sets out the proposed end-state of supply chain management for the Department of Field Support and highlights activities in relation to other departments/offices and duty stations of the United Nations Secretariat to achieve that end-state. Full implementation of an integrated supply chain management approach requires further work on processes, including in the areas of category management, which is the grouping of commodities based on their nature and the volume and patterns of expenditure. The development and implementation of the blueprint will continue and progress will be monitored by the Logistics Support Division using a high-level performance management framework, including key performance indicators and a well-defined baseline.

88. From an early stage, the Regional Procurement Office has been engaged, as a part of the East Africa Corridor project implementing team, in identifying and screening potential vendors for each commodity. The Regional Procurement Office will continue its support to meet the revised requirements for the consolidated regional sourcing and delivery approaches and will assist in establishing the new ordering mechanism.

Fostering technology and innovation

89. The use of aerial technology systems has continued to be expanded to improve information-gathering. Unarmed, unmanned aerial systems are in use in two peacekeeping missions, namely, MONUSCO and MINUSMA (see annex IX for further details). The current fleet includes unmanned aerial systems deployed by troop-contributing countries under letter of assist agreements and unmanned aerial systems deployed by commercial vendors under contractual arrangements. The Organization currently makes use of a wide range of systems to operate more effectively throughout the mission area. Experience with the deployment of unmanned aerial systems in peacekeeping operations to date has yielded many valuable lessons. In 2016, an assessment was conducted of the use of unmanned aerial systems in MONUSCO and MINUSMA, which identified the need to streamline the management of systems throughout their lifecycles, from concept development and acquisition of services to deployment and operations. To that end, a dedicated working group from relevant departments has been established and will be responsible for the day-to-day Headquarters management of all unmanned aerial

system issues. The working group comprises representatives from the Departments of Peacekeeping Operations and Field Support and the Department of Management. The working group will provide integrated management of unmanned aerial systems, develop standard operating procedures for the management, acquisition and operation of systems in peacekeeping missions; make recommendations for the command and control structures for commercial and troop-contributing country-provided systems; and manage the commercial vendor contracts and letter of assist agreements in support of peacekeeping missions. The working group will serve as the main focal point and advisory body for peacekeeping missions on unmanned aerial system-related issues in the field.

90. Through assistance from Member States, the Partnership for Technology in Peacekeeping has expanded, with pilot projects in camp protection, situational awareness, convoy protection and urban protection across MINUSCA and MINUSMA. Modular command centres are also being developed to support the rapid deployment of contingents from troop- and police-contributing countries, to better support the interoperability and effectiveness of forces. In addition, the United Nations Signals Academy was established to provide information and telecommunication courses to uniformed personnel from troop- and police-contributing countries. In the area of situational awareness, the peacekeeping standard incident management system (SAGE), which enables the collection, analysis and sharing of critical mission incident/event information, has been successfully deployed in eight peacekeeping missions, namely, MINUSTAH, MINUSMA, UNOCI, UNMIL, MINUSCA, UNTSO, UNFICYP and UNSOM. Three more peacekeeping missions, UNMISS, UNMOGIP and UNMIK, will also complete deployment in the first quarter of 2017.

Strengthening administration and management to support field missions

Efficiency measures

91. With a primary focus on operational costs, work is ongoing to share efficient mission practices; establish global efficiency initiatives; support their implementation in the field; monitor mechanisms for mission support resource management; establish parameters and standardized tools; review and endorse mission capital expenditure programmes; and ensure the standardization of efficiency initiatives.

92. The active planning and management of missions throughout their lifecycle, supported by strategic assessments, military capability studies and civilian staffing reviews, serve to equip missions with optimal structures and capacities. Other specific efficiency initiatives include the assessment of resource consumption patterns to reduce usage, oversupply or waste in goods, consumables and commodities. In line with oversight body recommendations, efforts are also ongoing to optimize inventories of expendable and non-expendable property to minimize holding costs and avoid over-stocking, which in turn improves procurement needs.

93. In its resolution 70/286 (para. 40), the General Assembly requested the Secretary-General to continue to review and optimize the composition of mission vehicle fleets and ensure that the vehicles are fit for purpose. In that regard, systems contracts are being established for sedans and light duty 4x4 vehicles which will benefit from industry advancements (for example, fuel efficiency) and be more cost-

efficient to operate. Contracts are expected to be operational by the summer of 2017 and will enable missions to choose the right type of vehicle to suit their specific operational requirements. Furthermore, missions have been directed to review their current passenger vehicle fleets by analysing usage patterns by component and office, with the aim of streamlining overall passenger vehicle numbers based on actual operational demand, going beyond the current Standard Cost and Ratio Manual vehicle ratios.

94. Efforts continue to improve the sharing or redistribution of United Nations-owned assets across missions where opportunities for efficiencies arise. The Organization is adopting a phased approach to acquisition and construction planning, considering requests according to the priority needs of each peacekeeping operation and taking right-sizing measures in missions that have either downsized or are entering a transitional phase.

Transition and workforce planning

95. A number of peacekeeping operations are currently undergoing transition, downsizing and liquidation. The Office of Human Resources Management, working closely with the Department of Field Support, is developing a comprehensive downsizing policy taking into account transitions that have occurred in field operations. Pending the development of the policy, the Department has provided guidance on downsizing to field missions based on lessons learned from previous restructuring.

96. Civilian staffing reviews continue to form an integral part of workforce planning by aligning civilian resources with the priorities of a peacekeeping mission for effective mandate implementation. Building on the observations and recommendations of strategic mission reviews and mission operational concepts, the civilian staffing reviews examine capacity and structure, nationalization, outsourcing opportunities and cooperation with the United Nations country teams. The implementation of Umoja enabled administrative processes to be streamlined, which has been leveraged effectively during civilian staffing reviews. The results have allowed strengthening in areas where priorities and/or workloads have increased, as well as reductions and restructuring.

97. Civilian staffing review processes have been streamlined and a priority framework has been developed to review staffing requirements on a more detailed level. Lessons learned from previous civilian staffing reviews are being used to determine internal and external factors that drive staffing and provide a consistent staffing approach. Encouraging the use of national capacities has been a core part of the civilian staffing review framework. National selection guidelines and nationalization guidelines are currently under development. To date, civilian staffing reviews have been completed for 14 peacekeeping operations and the results reflected in the respective budget reports over the years: UNAMID, UNIFIL, UNOCI, MONUSCO, UNISFA, MINUSTAH, UNDOF, UNMIK, UNSOS, MINUSMA, MINUSCA, UNMOGIP, UNTSO and the Regional Service Centre in Entebbe, Uganda. A civilian staffing review is planned for the United Nations Logistics Base at Brindisi in 2017. Going forward, civilian staffing reviews will be mainstreamed in existing reviews and processes.

Field posts classification

98. The classification exercise was completed in December 2016, with some work remaining on the implementation of results and the review of staff member appeals. The purpose of the classification exercise was to objectively and accurately determine the level of posts by analysing the duties and responsibilities and applying the International Civil Service Commission (ICSC) classification standards. Depending on the outcome of the classification, the existing level of a post could be confirmed or changed upward or downward. The exercise was a prerequisite for the successful implementation of the mobility framework and complements the standardization of job openings in Inspira for the facilitation of workforce planning in Umoja.

99. The scope of the project was to classify approximately 19,000 authorized posts in peacekeeping operations and special political missions, including Professional, Field Service, National Professional Officer and national General Service posts that had previously not been classified. The Field Personnel Division was granted the delegated authority by the Office of Human Resources Management to classify mission posts up to and including the D-1 level. All posts at the D-2 level and above or posts that had been previously classified were not included in the exercise.

100. Guidelines on how to implement the classification results were sent to all missions. The guidelines include the provision for an approved one-time special measure in keeping with previous practice, applicable exclusively to previously unclassified National Professional Officer and national General Service posts that were the subject of the mission-wide classification exercise, which resulted in higher grade determinations compared with the personal grade of incumbents. Staff members meeting the eligibility criteria may be promoted to the higher level without a competitive selection process and may receive a special post allowance. For international posts, the incumbent of the post as at 1 July 2016 may be considered for promotion in accordance with established procedures, including issuance of a job opening, where applicable. Final results are reflected in the proposed staffing tables for the 2017/18 period.

101. The change in grade levels resulting from the classification exercise in peacekeeping missions is provided in figures I to III below.

Figure I
Change in grade levels in the Field Service category

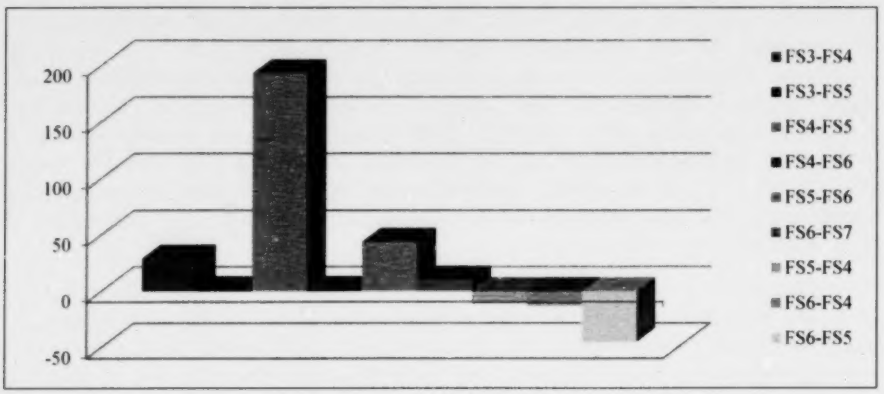


Figure II
Change in grade levels in the General Service category

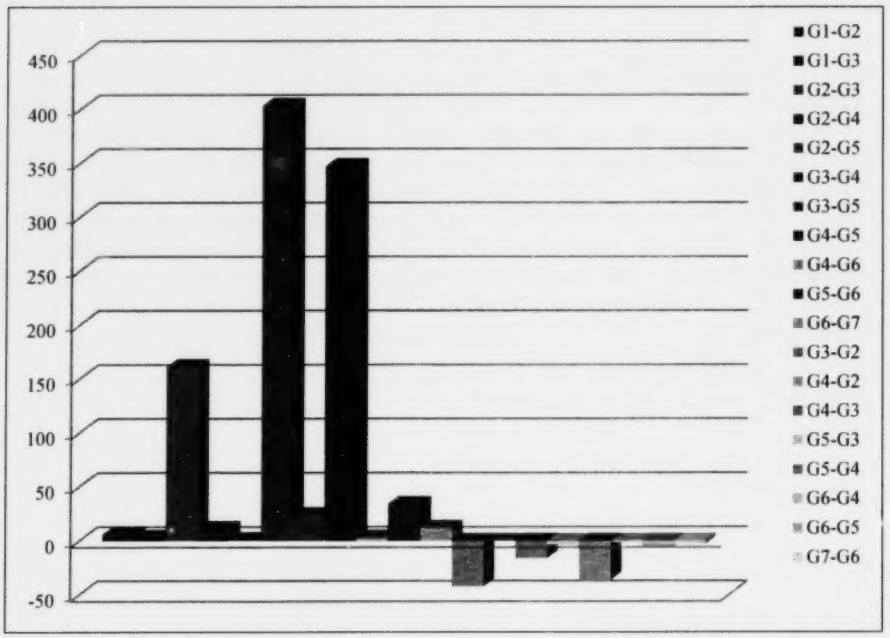
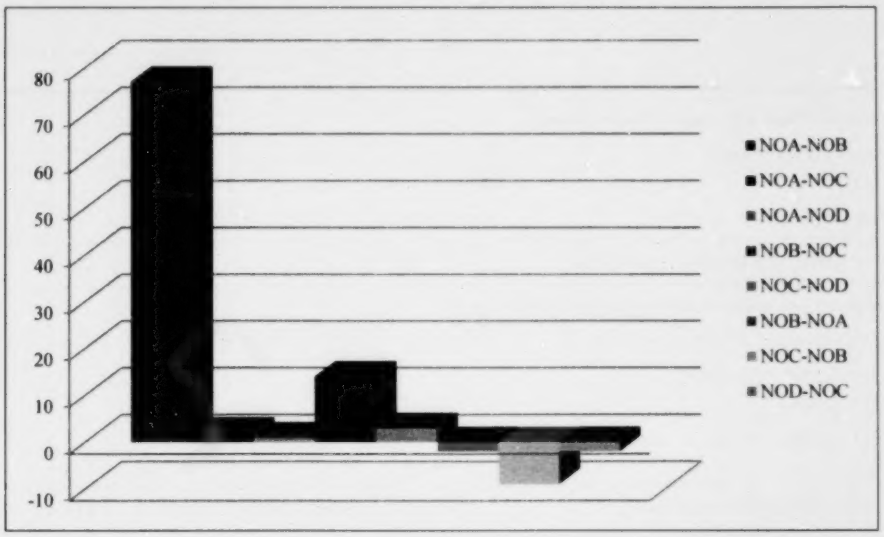


Figure III
Change in grade levels in the National Professional Officer category



IX. Overview of financial and human resources for peacekeeping operations

102. The United Nations currently supports 17 active peacekeeping operations: 14 peacekeeping missions funded under individual special accounts; 2 peacekeeping missions, UNMOGIP and UNTSO, which were established long ago under the programme budget; and UNSOS, the logistical support operation in Somalia. The Security Council mandated the withdrawal of UNOCI by the end of April 2017 (resolution 2284 (2016)) and the withdrawal of UNMIL by 30 April 2018 (resolution 2333 (2016)). Consequently, the planned number of active peacekeeping missions for the 2017/18 period falls to 16 and the projected number for the 2018/19 period is 15. An overview of peacekeeping operations for the periods from 2011/12 to 2017/18 is provided in table 1 below.

Table 1
Overview of financial and human resources for peacekeeping operations, 2011/12 to 2017/18

	Actual					*Approved*	*Projected*
Peacekeeping component	*2011/12*	*2012/13*	*2013/14*	*2014/15*	*2015/16*	*2016/17*	*2017/18*
Number of ongoing missions and support operations							
Funded by peacekeeping budgets	14	14	13	14	14	14	13
UNSOA/UNSOS	1	1	1	1	1	1	1
UNMOGIP and UNTSO	2	2	2	2	2	2	2
Total, active missions and support operations	**17**	**17**	**16**	**17**	**17**	**17**	**16**
Financial resources (gross, millions of United States dollars)							
Peacekeeping missions and UNSOA/UNSOS	7 152.9	6 889.3	7 136.8	7 900.3	7 614.4	7 439.4	7 506.5
Regional Service Centre in Entebbe	–	–	–	–	–	39.2	37.3
Global Service Centre	64.3	68.6	68.5	66.5	67.1	82.9	88.3
Support account (includes enterprise resource planning project)	344.8	329.7	315.0	324.2	335.9	327.4	339.5
Subtotal, peacekeeping operations budgets	**7 562.0**	**7 287.6**	**7 520.3**	**8 291.0**	**8 017.4**	**7 888.9**	**7 971.6**
UNMOGIP and UNTSO	48.9	43.6	46.6	41.5	44.7	45.2	44.7
Total, financial resources	**7 610.9**	**7 331.2**	**7 566.9**	**8 332.5**	**8 062.1**	**7 934.1**	**8 016.3**
Number of personnel							
Uniformed personnel							
United Nations uniformed personnel[a]	112 554	110 098	113 326	127 138	120 957	117 420	116 919
AMISOM uniformed personnel[a]	17 731	17 731	22 126	22 126	22 126	22 126	22 126
Subtotal, peacekeeping operations budgets	**130 285**	**127 829**	**135 452**	**149 264**	**143 083**	**139 546**	**139 045**
UNMOGIP and UNTSO	197	197	197	197	197	197	197
Total, uniformed personnel	**130 482**	**128 026**	**135 649**	**149 461**	**143 280**	**139 743**	**139 242**
Civilian personnel							
Civilian personnel in missions and UNSOA/UNSOS[b]	24 291	23 694	22 808	22 542	21 134	19 964	18 569
Civilian personnel in Regional Service Centre in Entebbe	–	–	–	–	–	421	439
Civilian personnel to support missions[c]	1 859	1 852	1 855	1 882	1 913	1 913	1 914
Subtotal, peacekeeping operations budgets	**26 150**	**25 546**	**24 663**	**24 424**	**23 047**	**22 298**	**20 922**
UNMOGIP and UNTSO	342	342	340	323	323	318	315
Total, civilian personnel	**26 492**	**25 888**	**25 003**	**24 747**	**23 370**	**22 616**	**21 237**

[a] Highest level of personnel authorized.
[b] Excludes resources under the Global Service Centre and the support account for peacekeeping operations for all periods and the Regional Service Centre in Entebbe for the 2016/17 period onwards. The financial and human resources of the Regional Service Centre in Entebbe were reflected in the budgets of the Centre's client missions from the 2011/12 period to the 2015/16 period.
[c] Personnel under the Global Service Centre and the support account for peacekeeping operations at Headquarters.

103. The United Nations active peacekeeping operations implement a wide range of traditional and multidimensional mandates in support of efforts to reach a lasting political solution to conflicts. Overall peacekeeping deployment levels have continued to decline since the 2015/16 period, after reaching record highs in the 2014/15 period with approximately 150,000 authorized uniformed personnel in the field, supported by United Nations resources of approximately $8.3 billion.

Uniformed personnel

104. Starting in the 2015/16 period and during the 2016/17 period, approximately 3,400 uniformed personnel will withdraw from UNOCI and 4,800 from UNMIL, offset in part by a strengthening in MINUSCA, MINUSMA and UNMISS, of 1,000, 2,500 and 1,100 uniformed personnel, respectively, with all three — the most recent peacekeeping operations — at full military and police operational strength. Overall, the 2016/17 period will see a net decrease of approximately 3,600 uniformed personnel. For the 2017/18 period, a further net decrease of 500 uniformed personnel is planned, primarily reflecting the closure of UNOCI in the 2016/17 period (highest authorized strength of 3,500 personnel) and the reduction in the highest authorized strength in UNMIL of 1,100 personnel by the beginning of the period. The decreases in UNOCI and UNMIL are offset by the mandated increase of 4,100 uniformed personnel in UNMISS pursuant to Security Council resolution 2327 (2016).

Civilian personnel

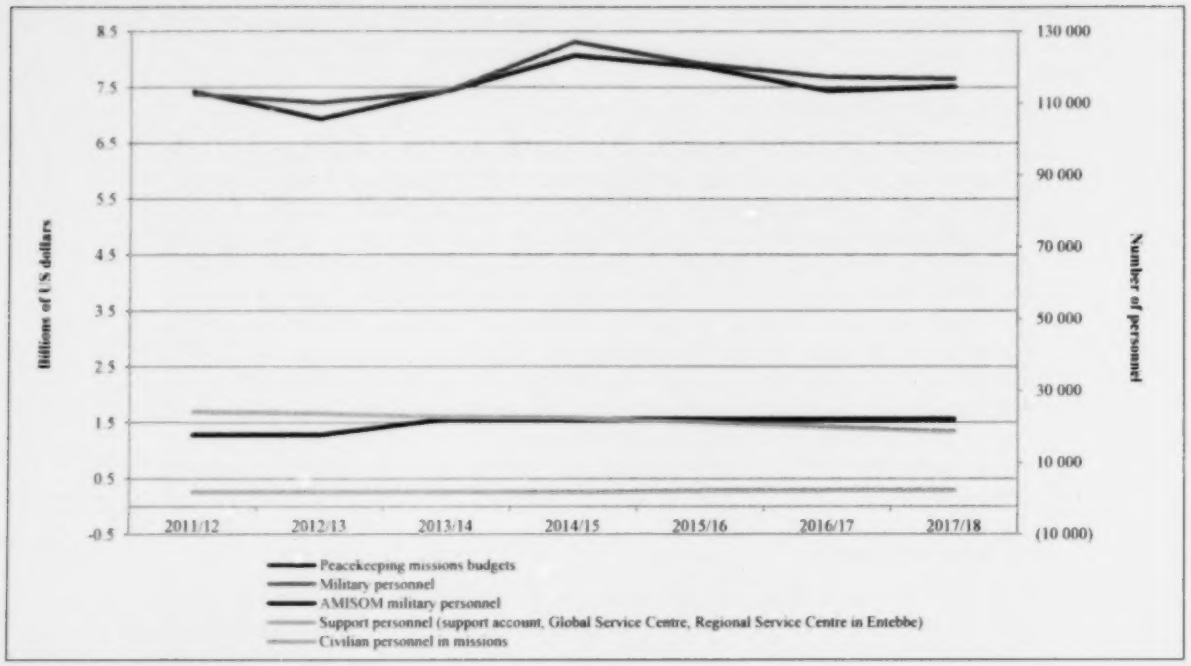
105. Civilian personnel in missions have decreased year-on-year from approximately 24,300 in the 2011/12 period to an estimated 18,600 proposed for the 2017/18 period, a reduction of some 23 per cent over the seven-year period. For the 2017/18 period, civilian personnel in missions will decrease by approximately 1,400 personnel, or some 7 per cent compared with the 2016/17 period, owing primarily to the closure of UNOCI and the reduction of up to 1,191posts and positions authorized in 2016/17; the withdrawal of UNMIL, with the reduction of 228 authorized posts and positions at the beginning of the period; and a reduction in MONUSCO of 179 posts and positions. The decreases are offset in part by the proposed strengthening in MINUSMA of 190 posts and positions and in MINUSCA of 45 posts and positions. The staffing requirements for the Regional Service Centre in Entebbe, the Global Service Centre and United Nations Headquarters under the support account for peacekeeping operations currently stand at approximately 2,300 personnel owing to requirements for mission backstopping, as well as the centralization of functions and remote provision of services enabled by Umoja.

Scalability

106. Figures IV to VI below show the historical trend in the level of military and civilian personnel in peacekeeping field operations, as well as central Headquarters backstopping and the Global Service and Regional Service Centres, against the overall resources for peacekeeping operations for each year.

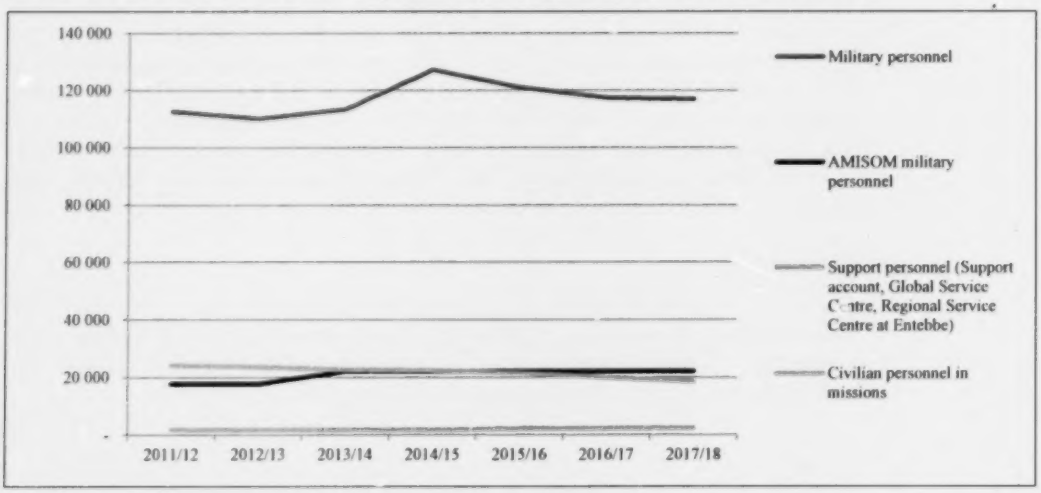
Figure IV
Human resources against overall resources for peacekeeping operations, 2011/12 to 2017/18

(United States dollars)



Source: Approved peacekeeping budgets, 2011/12 to 2017/18.

Figure V
Overview of human resources for peacekeeping operations, 2011/12 to 2017/18

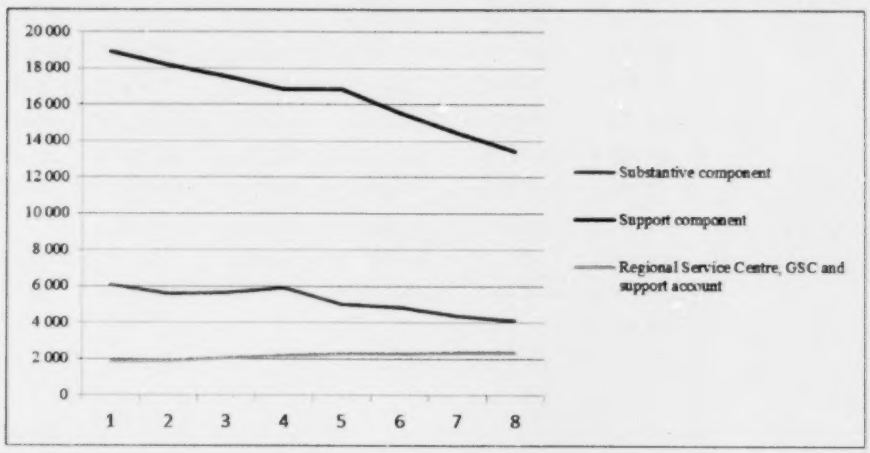


Source: Approved staffing, 2011/12 to 2017/18.

107. The uniformed personnel strength is expected to decrease by 0.4 per cent from the 2016/17 period to the 2017/18 period; the decrease in civilian personnel from the approved level for the 2016/17 period to the proposed level in the 2017/18 period is in the order of 6 per cent as explained in paragraphs 104 and 105 above. Looking at the longer-term historical trend from the 2011/12 period to the 2017/18 period, uniformed personnel have strengthened by 6 per cent, whereas civilian personnel have decreased by 20 per cent overall.

108. As illustrated in figure VI below, civilian personnel under the mission support components decreased by 32 per cent over the periods from 2011/12 to 2017/18.

Figure VI
Overview of human resources for peacekeeping operations, 2011/12 to 2017/18



Source: Approved staffing, 2011/12 to 2017/18.

Financial resources

109. Financial resource requirements for peacekeeping operations represent the costs of supporting uniformed personnel and the operational costs of a support framework that includes air operations, fuel consumption and maintenance for established communications and information technology infrastructure. Proposed resource requirements for the 2017/18 period reflect reductions in operational costs and civilian personnel costs, in line with the closing of UNOCI, the withdrawal of UNMIL and the reconfiguration and streamlining of operations in UNAMID, MINUSTAH and MONUSCO offset by the reinforcements of MINUSMA and UNMISS.

110. Table 2A below provides an analysis of the approved resources for peacekeeping operations, by mission, as well as central Headquarters backstopping and the Global and Regional Service Centres, for the periods from 2011/12 to 2017/18. The amounts shown in the table reflect the appropriations approved by the General Assembly, with a comparison to actual overall expenditure, as reflected in table 2B.

Table 2A
Resource requirements for peacekeeping operations, by mission and support, 2011/12 to 2017/18

(Thousands of United States dollars)

Mission	*2011/12*	*2012/13*	*2013/14*	*2014/15*	*2015/16*	*2016/17*	*2017/18*
MINURSO	61 449.4	58 253.0	58 404.0	53 918.4	51 118.3	52 550.4	55 155.6
MINUSCA	–	–	–	628 724.4	839 644.5	920 727.9	921 580.5
MINUSMA	–	–	602 000.0	911 038.0	923 305.8	933 411.0	1 077 552.0
MINUSTAH	793 517.1	648 394.0	576 619.0	500 080.5	380 355.7	345 926.7	336 602.4
MONUSCO	1 486 486.1	1 343 593.0	1 453 358.0	1 397 036.0	1 330 739.3	1 235 723.1	1 234 603.2
UNOCI	645 961.4	575 017.0	584 487.0	493 570.3	402 794.3	171 937.8	–
UNAMID	1 689 305.5	1 448 574.0	1 335 248.0	1 153 611.3	1 102 164.7	1 039 573.2	1 032 122.7
UNDOF	50 526.1	45 992.0	60 654.5	64 110.9	51 706.2	47 714.1	62 276.0
UNFICYP	56 512.0	54 576.0	55 376.0	58 004.5	52 538.5	54 849.9	56 040.8
UNIFIL	545 470.6	524 010.0	492 622.0	509 554.4	506 346.4	488 691.6	494 771.3
UNISFA	175 500.0	257 932.0	329 108.6	318 925.2	268 256.7	268 624.6	278 012.7
UNSOA	291 092.7	436 905.0	435 801.0	489 968.1	513 428.3	–	–
UNMIK	44 914.8	46 963.0	44 953.0	42 971.6	40 031.0	36 486.9	38 016.6
UNMIL	525 559.9	496 405.0	476 277.0	427 267.0	344 659.4	187 139.6	122 111.2
UNMIS	137 532.0	–	–	–	–	–	–
UNMISS	722 129.6	839 490.0	924 426.0	1 097 315.1	1 085 769.2	1 081 788.4	1 178 338.6
UNMIT	196 077.5	155 429.0	–	–	–	–	–
UNSOS	–	–	–	–	–	574 304.9	619 312.1
Subtotal	**7 422 034.7**	**6 931 533.0**	**7 429 334.1**	**8 146 095.7**	**7 892 858.3**	**7 439 450.1**	**7 506 495.7**
Global Service Centre	68 512.5	68 627.0	68 517.0	70 338.6	67 157.0	82 857.8	88 338.5
Support account	344 792.4	317 993.0	327 425.8	326 047.3	336 495.8	327 380.3	339 468.4
Regional Service Centre in Entebbe	–	–	–	–	–	39 203.6	37 255.8
Total	**7 835 339.6**	**7 318 153.0**	**7 825 276.9**	**8 542 481.6**	**8 296 511.1**	**7 888 891.8**	**7 971 558.4**

Source: Approved budgets for peacekeeping operations for the periods 2011/12 to 2016/17.

111. Table 2B below provides an analysis of actual expenditure, unencumbered balance, cancelled prior-period obligations and revenue based on the final performance reports of peacekeeping operations for the periods from 2011/12 to 2015/16.

Table 2B
Overview of the financial performance of peacekeeping operations, 2011/12 to 2015/16

(Thousands of United States dollars)

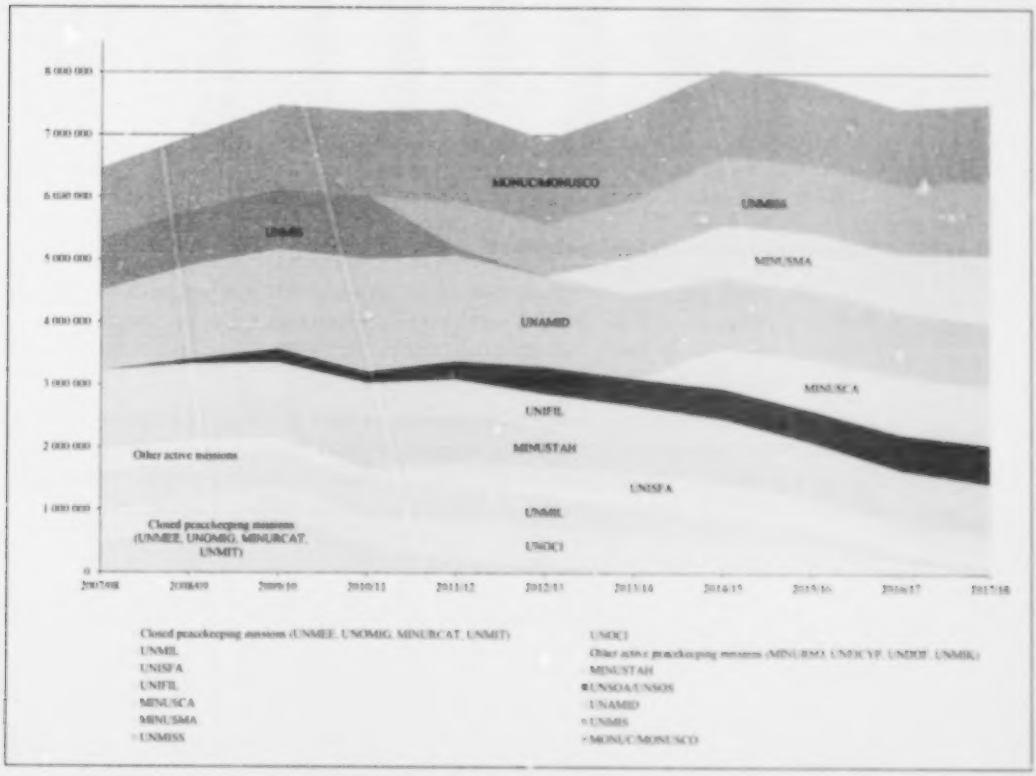
Category	*2011/12*	*2012/13*	*2013/14*	*2014/15*	*2015/16*
Expenditure	7 561 959.4	7 287 598.1	7 520 340.5	8 290 994.8	8 017 343.9
Unencumbered balance	301 900.6	45 505.3	312 936.4	279 133.0	279 167.2
Cancelled prior-period obligations	137 388.2	91 684.3	96 087.2	157 056.3	218 120.4
Revenue	50 931.7	40 747.8	45 953.8	41 286.5	32 293.4

Source: Reports of the Secretary-General on the financial performance of peacekeeping operations for the periods 2011/12 to 2015/16.

112. The historical trends of the resource requirements above are illustrated in figure VII, which sets out the evolution of approved and proposed resource requirements by peacekeeping mission for 10 years through to the 2017/18 period.

Figure VII
Evolution of financial resources for peacekeeping operations, by mission, 2007/08 to 2017/18

(Thousands of United States dollars)



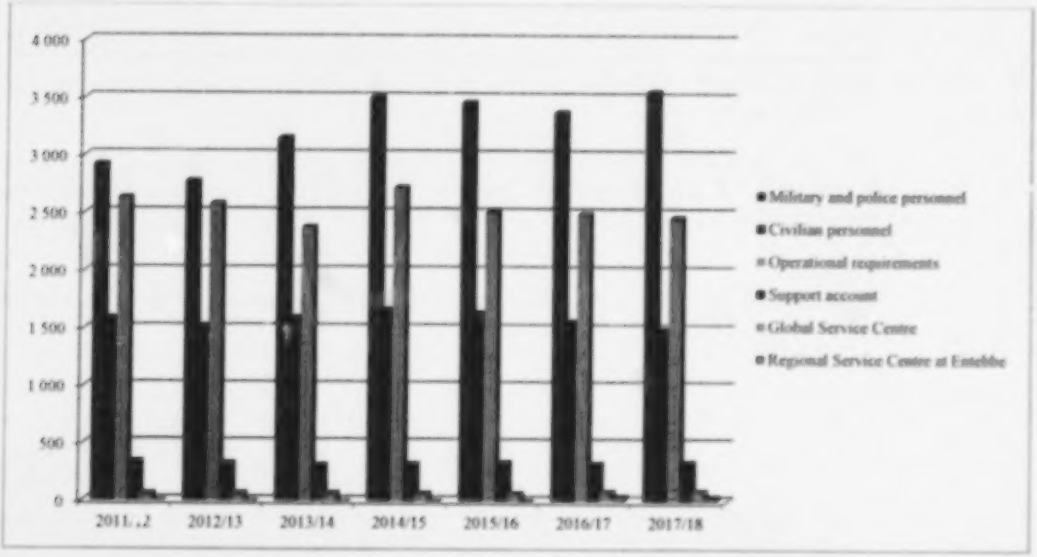
Source: Approved budgets for peacekeeping missions for the periods from 2011/12 to 2016/17 and the budget reports of the Secretary-General for the 2017/18 period.

113. Figure VIII below depicts the level of financial resources by group of expenditure and support component for the seven years from the 2011/12 period through to the proposed resource requirements for the 2017/18 period.

Figure VIII

Financial resources by major group of expenditure and support component, 2011/12 to 2017/18

(Millions of United States dollars)



Support to peacekeeping operations

114. The proposed resource requirements for the support account and the Global Service Centre, as well as the Regional Service Centre in Entebbe, continue to be reviewed on a regular basis, taking into account the number, size and complexity of peacekeeping operations.

115. Table 3 below provides a comparison of the financial resources for the Headquarters backstopping under the support account for peacekeeping operations, the Global Service Centre and the Regional Service Centre in Entebbe against the financial resources for peacekeeping missions since the 2011/12 period.

Table 3

Financial resources of the support account, the Global Service Centre and the Regional Service Centre in Entebbe compared with missions under peacekeeping budgets, 2011/12 to 2017/18

(Millions of United States dollars)

Peacekeeping component	*2011/12 (actual)*	*2012/13 (actual)*	*2013/14 (actual)*	*2014/15 (actual)*	*2015/16 (actual)*	*2016/17 (approved)*	*2017/18 (projected)*
Peacekeeping missions, UNSOS	7 146.8	6 855.2	7 111.2	7 861.7	7 584.7	7 439.4	7 506.5
Regional Service Centre in Entebbe[a]	6.1	34.1	25.6	38.6	29.7	39.2	37.3
Global Service Centre	64.3	68.6	68.5	66.5	67.1	82.9	88.3
Support account[b]	297.6	292.3	296.3	303.3	303.8	309.7	312.7
Support account ratio	**4.16**	**4.26**	**4.17**	**3.86**	**4.01**	**4.16**	**4.17**
Backstopping ratio: support account and Global Service Centre compared with peacekeeping missions (per cent)	**5.06**	**5.26**	**5.13**	**4.70**	**4.89**	**5.28**	**5.34**
Support ratio: support account, Regional Service Centre in Entebbe and Global Service Centre compared with peacekeeping missions (per cent)	**5.15**	**5.76**	**5.49**	**5.19**	**5.28**	**5.80**	**5.84**

[a] Inclusive of requirements of $741,400 for the Office of the Special Envoy of the Secretary-General for the Sudan and South Sudan, the Office of the Special Envoy of the Secretary-General for the Great Lakes Region, the Monitoring Group on Somalia and Eritrea, UNOCA, UNSOM, UNOAU and the Office of the Special Adviser to the Secretary-General on Conflict Prevention, including in Burundi for the 2016/17 period, which are charged against the appropriation for the biennium 2016-2017 under section 3, Political affairs, approved by the General Assembly in its resolution 70/249 A-C.

[b] Excludes expenditure and resource requirements for the enterprise resource planning system, information security and the global service delivery model.

116. On average, backstopping support from Headquarters departments and offices under the support account for peacekeeping operations and from the Global Service Centre (commonly referred to as the backstopping ratio) is around 5.10 per cent of aggregate resources of peacekeeping field operations (excluding the Regional Service Centre in Entebbe). The ratio has increased since the 2014/15 period, partly because 2014/15 was a peak year for expenditures in peacekeeping missions (at $7.86 billion) and because: (a) the support account for peacekeeping operations increased from $303.8 million to $312.7 million from the 2015/16 period to the 2017/18 period, which primarily reflects targeted strengthening in priority areas such as force generation, prevention of sexual exploitation and abuse, environmental responsibility, the safety of staff and human rights initiatives in the 2016/17 period, as well as technical factors such as updates to salary estimates and provisions for the Working Group on Contingent-Owned Equipment and the survey of troop-contributing and police-contributing country costs; and (b) the Global Service Centre requirements increased from $67.1 million to an estimated $88.3 million from the 2015/16 period to the 2017/18 period, which primarily reflects the inclusion of centralized Umoja operations and maintenance costs.

117. The trend of centralizing activities in the Global Service and Regional Service Centres as part of the global field support strategy, underpinned by Umoja, and further harmonization and streamlining of processes as a result of the progressive

deployment of Umoja (including the anticipated Extension 2) continues through the 2017/18 period. For the 2017/18 period, the Regional Service Centre in Entebbe proposes 439 personnel in its budget report, with a net increase of 18 posts. The Regional Service Centre will increase its client base to include MINURSO and its activities will expand to undertake payroll services for the national staff and individual uniformed personnel as well as other centralized functions for all other field missions in Africa. The number of civilian personnel in support of missions under the support account will decrease by a net proposed three posts and positions, whereas it is proposed to increase civilian personnel in the Global Service Centre by four posts and positions, mainly to strengthen the environmental initiatives.

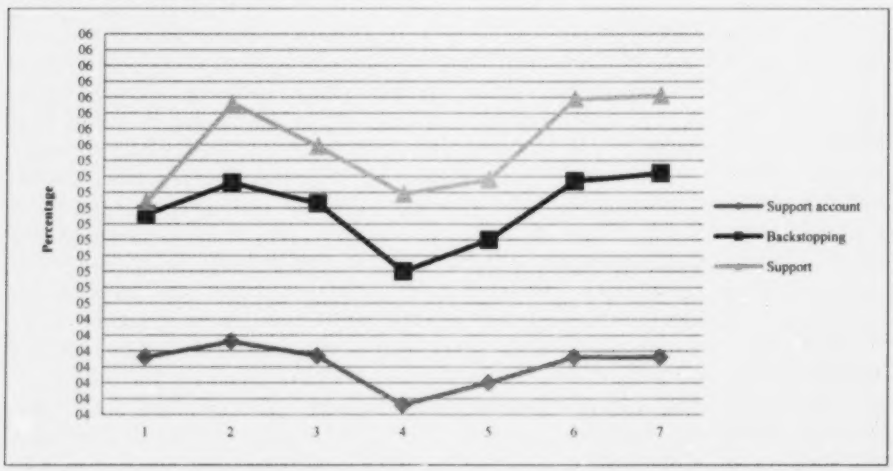
118. With the inclusion of the resources of the Regional Service Centre in Entebbe, the support ratio averages 5.5 per cent for the periods from 2010/11 to 2017/18, but has risen to 5.8 per cent. The relative increase in the ratio is attributable largely to the transfer of an increasing number of posts previously embedded in missions to the Regional Service Centre, decreases in missions' support components owing to the centralization of functions and right-sizing of mission staffing complements, the consolidation of Umoja-related costs for information technology and communications services in the budget of the Global Service Centre since the 2016/17 period (see annex XI) and targeted organizational initiatives reflected under the support account.

119. The various support ratios described above are depicted in figure IX below.

Figure IX

Ratio of the support account, backstopping ratio of the support account and the Global Service Centre and support ratio of the support account, the Global Service Centre and the Regional Service Centre in Entebbe, 2011/12 to 2017/18

(Percentage compared with operations under peacekeeping mission budgets)



120. As regards the support account for the 2017/18 period, the proposed staffing resources, inter alia, reflect reductions for the anticipated benefits of Umoja Foundation and Extension 1 at Headquarters and scalability, resulting in the proposed abolishment of 12 posts and positions. This is offset in part by proposed

staffing resources to strengthen specific areas. Overall, the support account reflects a net decrease of three posts and positions through the reprioritization of activities and strengthening in the areas of force generation, the prevention of sexual exploitation and abuse, and the rule of law. With the exception of non-discretionary increases such as those resulting from the computation of salaries and estimates for after-service health insurance, support account requirements would remain within the current approved level of resources, owing to efforts to reprioritize activities and realize efficiency gains, including those related to Umoja. The increase in the overall level is due to the peacekeeping share of resource contributions to Organizational initiatives, including increased estimates for Umoja and new provisions for the global service delivery model project team, as approved by the General Assembly in its resolution 71/272.

121. The proposed budget for the Global Service Centre for the 2017/18 period continues to reflect its critical role in providing support to the field, including global geospatial and information and telecommunications technology services; logistics and supply chain operational management; and the enabling of supply services through the lifecycle of field missions. The Centre operates as a unified entity, comprising the United Nations Logistics Base at Brindisi and the United Nations facility in Valencia, Spain. The increase in proposed resources for the 2017/18 period is attributable mainly to operational requirements in relation to ICT owing to the need for replacements of obsolete equipment as well as higher estimates related to shared costs for Umoja maintenance and information technology security; this is offset in part by decreased requirements for commercial communication services, operating and maintenance costs of Umoja and global telecommunications infrastructure for peacekeeping operations. The costs of post-Umoja implementation became recurrent operating costs and were included in the budget for the United Nations Logistics Base for the 2016/17 period, resulting in an increase in the backstopping ratio. Those costs were, however, regarded as Umoja-related indirect costs in prior periods and were reflected in the budgets of peacekeeping missions.

X. Budget preparation and financial management

Umoja and the International Public Sector Accounting Standards: improvements in budget preparation and presentation

122. The General Assembly, in its resolution 70/286 (para. 16), requested the Secretary-General to report on those improvements that had been made in the budget preparation and presentation as a result of the implementation of Umoja and the International Public Sector Accounting Standards (IPSAS) in his next overview report.

123. Umoja has brought the full integration of IPSAS accounting requirements, better and real-time visibility to global resource mobilization and utilization, improved granularity of expenditures and better cost measurement. Overall, this has enabled the Organization to materially formulate budgetary requirements on the basis of current information from a single system, which assists in improving the accuracy and reliability of budgetary projections. This will continuously improve as more financial periods pass, with Umoja as the book of record accumulating historical financial data on a global basis and at a detailed level.

124. Information on budget consumption and funds availability across entities and all sources of funding is available in real time. The lifecycle of commitments, goods receipt, invoicing and disbursements provides information for funds and cash flow management. Umoja also provides a better overview of what the Organization is spending on because only materials and services in the catalogue can be purchased and the expenses are automatically classified. The integration of purchases with inventory and assets also provides assurance that all purchases are physically accounted for. The single payroll system for all categories of personnel in all duty stations has forced tighter coordination for payroll processing, and education grant advances and settlements, salary advances and final pay settlement have been streamlined. An integrated global system provides real-time analysis of travel information and costs whereby users and travel managers can better assess performance through standardized key performance indicators. The system also contains the travel regulations and rules to support compliance and provide related reporting. Building on the reporting capabilities of Umoja, it is now possible to track compliance with regulations and rules in relation to travel and new reports in the Umoja business intelligence module provide more visibility on the use of the travel budget, thus improving the monitoring of travel expenditures.

125. All of the above functionalities feed into business intelligence data mining and analysis, which underpin reliable budget formulation and the presentations of consolidated information on specific requirements or expenditures (for example, cost estimates for international staff costs). Further improvements are expected once Umoja reaches its full functionality. The implementation of Extension 2 processes, in particular the budget formulation module and supply chain management functionality, will have significant value for peacekeeping missions not just in asset and inventory management but also for the projection of future costs because historical data on consumption and prices will accumulate to enable a standard budget rate to be developed and to assess previous budgetary assumptions. These Extension 2 processes build on IPSAS-triggered requirements.

126. In addition to the above, in July 2016, the service delivery functionality was extended to all peacekeeping and special political missions to streamline cost recovery activities and provide more accurate comparison information on the costs of services provided by peacekeeping missions, for which reimbursement is received.

127. The new information triggered by the move to IPSAS-compliance is progressively being used in decision-making, including during budget formulation by peacekeeping missions, by enhancing the accuracy of planning of asset acquisition and replacement. Some of the new areas required by IPSAS include segment reporting, reporting of explanations of material budget versus actual variances, reporting on key management personnel, reporting on details of employee benefit liabilities and reporting on details of the lifecycle of property, plant and equipment. Under asset management, multiple examples of more rigorous control of asset holdings owing to better data visibility have been reported, with levels of assets being reviewed regularly. Several missions reported on efforts to decrease the level of inventories and demonstrated changes in holdings since the first year of IPSAS adoption. While those efforts are usually a combination of factors, namely, IPSAS implementation, Umoja, changes made in the context of the global field support strategy, and supply chain management initiatives, IPSAS has heightened

the visibility of those issues and triggered related management actions. In September 2017, all fixed assets will be migrated into Umoja. The Galileo decommissioning project has been tasked with data cleansing and the development of the system enhancements necessary before conversion. For the present, those balances are being posted manually in Umoja for financial statement reporting purposes, on the basis of information from the Galileo system. Readily available and detailed information on inventory balances by plant location will be utilized for reporting, budgeting and operational purposes and lead to efficiency gains in the management of assets. The review of unliquidated obligations/commitments and outstanding receivables has also been intensified as a result of IPSAS requirements and the increased visibility of data through Umoja, thereby improving budgetary management and projections. In particular, a recent business information report on commitments and pre-commitments and how they evolve over their lifecycle will allow regular monitoring of open commitments and provide entities with the ability to monitor pre-commitments and commitments at year-end and the closing of the budget period to ensure that committed funds are used within the relevant period.

Improvement in budget presentation

128. The General Assembly, in its resolution 70/286 (para. 14), stressed the importance of further steps towards improving budget presentation and making more accurate forecasts. The implementation of Umoja, especially for peacekeeping missions and the standardization of expenditure reporting, gives the Secretariat the opportunity to reflect on the formal presentation of budget reports, including the continuously increasing amount of supplementary information provided to the Advisory Committee on Administrative and Budgetary Questions and Member States (see resolution 70/286, para. 12). The Secretariat is reviewing the presentation of budgetary reports and data; refinements to nomenclature to improve accuracy are being made and other updates to the grouping of expenditures are being explored, with proposals to be made to the General Assembly in due course. These include:

(a) **Information and communications technology**. There may be merit to merging the operational budget classes "Communications" and "Information technology". In the present day, the distinction between the two is largely academic. Moreover, with information technology and communications functions increasingly being provided under service contracts with major commercial providers (including maintenance, software updates and even replacement of hardware), there is no longer a clear delineation among acquisition, rental and maintenance of services;

(b) **Air operations**. Provisions for the costs in respect of unmanned aerial systems have been included in several budgets for peacekeeping missions in recent years, and systems are currently deployed in two peacekeeping missions (MONUSCO and MINUSMA), through troop-contributing countries using letters of assist as well as commercial contracts. The majority of costs in respect of unmanned aerial systems are recognized under the operational budget class "Air transportation", which is being refined to the heading "Air operations", in recognition of the non-transport-related activities. The treatment of other costs in relation to unmanned aerial systems, which are recorded under "Military contingents" (reimbursement for contingent-owned equipment) and under "Other supplies and services" are also being considered. It will be noted that the inclusion

of unmanned aerial systems is considered in the context of the report of the Working Group on Contingent-Owned Equipment;

(c) **Programmatic activities**. To ensure transparency and better monitoring, analysis and reporting, peacekeeping missions are required to create project structures in Umoja to record the utilization of approved resources across individual projects. The use of the Umoja project structure allows the specification of the type of programmatic activities (for example, disarmament, demobilization and reintegration or civilian violence reduction) as well as the nature of the services and goods being received/rendered by the implementing partner, for example, according to the terms of the memorandum of understanding (such as vehicles or travel);

(d) **Other services under "Other supplies and services"**. In its report A/70/742 on cross-cutting issues related to peacekeeping operations, the Advisory Committee stated that it considered that the use of the "Other supplies, services and equipment" budget class lacked transparency, particularly in respect of unrelated expenditures. The Secretariat recognizes the generic nature of the expenditure subclass "Other services" and, using Umoja, is monitoring the nature of expenditures being captured under that heading on a global basis. Any major expenditure classes observed will be extracted and presented as separate line items. It will be noted that the detailed reporting under programmatic activities described above will identify where the costs of those activities are recognized.

Improved budgetary and financial control

129. The General Assembly, in its resolution 70/286 (para. 11), reiterated the importance of strengthened accountability in the Organization and of ensuring greater accountability, inter alia, for the efficient and effective use of resources.

130. With the aim of empowering the field and decentralization, peacekeeping missions are being granted increasing delegation of financial authority, which recognizes the ultimate responsibility of peacekeeping missions for mandate delivery and the operational imperative to take timely decisions in the field. Collaborative working relationships have been set up between the Office of Programme Planning, Budget and Accounts and the field to directly support peacekeeping missions on financial matters such as the creation of memorandums of understanding, planning medium-term financing needs and monitoring resource utilization, including commitment levels and redeployments. Efforts continue to speed up information-sharing and increase cumulative knowledge at the field level aided by daily support from designated counterparts for each peacekeeping mission.

131. In order to ensure that financial authority is exercised effectively and efficiently across the United Nations Secretariat and to simplify administrative procedures, a consolidated delegation of authority based on function and role has been issued to relevant managers in the peacekeeping missions by the Controller, replacing the previous delegations issued in a personal capacity. The Office of Programme Planning, Budget and Accounts, together with the Umoja team, has improved budget execution and financial management tools to strengthen management and efficient resource utilization. Key improvements include the development of monthly/quarterly financial management reports for missions. Regular review of periodic financial management reports with the missions will facilitate the preparation of more accurate and well-explained performance reports

as well as the guidance provided on monitoring the utilization of resources, including obligations as they liquidate.

132. For the 2015/16 period, overspending by an average of 14 per cent to 34 per cent against official travel and consultants was observed across the board. In order to enhance the monitoring and review by the finance and budget personnel in field missions, the Office of Programme Planning, Budget and Accounts, together with the Umoja team, has implemented a budget check in Umoja to block further commitments for consultants or official travel once the budget in the class is exceeded. Missions and executive offices have the delegation of authority to make those redeployments, with the justification for the increase or decrease to be provided to the budget officer and available for reporting purposes.

133. With a view to strengthening budgetary control, the Office of Programme Planning, Budget and Accounts monitors the utilization of funds during budget implementation by regularly reviewing Umoja workflows and coordinating with approving officers in the missions or Headquarters offices to ensure that proposed redeployments are either approved or rejected and thus facilitate the timely utilization of funds. Additionally, in order to better monitor organizational structure and associated staffing tables in accordance with approved budget documents, a related budget control facility has been established in Umoja.

134. Pursuant to the endorsed recommendations of the Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions and the comments of the Independent Audit Advisory Committee, a plan has been implemented to issue a statement of internal control on an annual basis across the United Nations Secretariat, beginning with peacekeeping operations for the 2016/17 fiscal year. According to the plan, all heads of departments, offices and missions will be required to submit an annual assurance statement to the Controller affirming that internal controls are present and functioning in their respective areas of responsibility. To test the assurance process, a pilot exercise has been planned in selected peacekeeping missions for the second quarter of 2017, with its results to be factored into the assurance process to be rolled out to peacekeeping operations later in the second quarter of 2017 and to non-peacekeeping reporting entities in the fourth quarter of 2017. The Controller has defined the Organization's three main internal control objectives on the basis of the Financial Regulations and Rules of the United Nations as follows: (a) Operations objective: safeguarding of assets and resources to demonstrate responsible management; (b) Reporting objective: reliable IPSAS-compliant financial statements to ensure confidence in internal and external reporting and to support decision-making; (c) Compliance objective: compliance with regulations and rules in adherence with the governing framework.

135. In its resolution 70/286 (para. 43), the General Assembly requested the Secretary-General to strengthen oversight and internal controls in the areas of procurement and asset management across peacekeeping missions, taking into account the current and future needs of the mission and the importance of the full implementation of IPSAS. To that end, supply chain management will be delivered in three phases to allow the Organization to adapt to the new capabilities and to collect sufficient historical data that are consistent and comparable to allow advanced planning functions. Several processes relating to the receipt, storage, distribution and disposal of materials have already been implemented successfully

under Umoja Foundation in non-peacekeeping duty stations that did not use the Galileo system. Umoja Extension 2 will enhance the functionality delivered under Umoja Foundation, the Umoja logistics module, principally to enable supply chain management in the field, which is the final pillar of the global field support strategy. In that regard, the processes being developed under Umoja Extension 2 will focus heavily on planning and serve as a catalyst for supply chain automation, which should optimizes inventory holdings.

Results-based-budget frameworks

136. As noted in para. 82 above, further to the request by the General Assembly in its resolution 70/286 (para. 15) to ensure that the results-based-budget framework adequately permits consideration of the progress of each mission towards achieving mandated tasks and its effective use of resources, the support components of peacekeeping missions will enhance and harmonize performance indicators in the results-based-budget framework for the 2017/18 period. To that end, a core set of streamlined indicators of achievement and outputs, focused on support issues, are reflected in the budget reports for peacekeeping missions and their service centres for the 2017/18 period. The budget report for the Regional Service Centre in Entebbe for the 2017/18 period includes key performance indicators by service line, which are aligned to its proposed revised organizational structure of the results-based-budgeting framework.

Budget formulation (Umoja Extension 2)

137. The budget formulation project covers a wide range of functionality, which reflects the breadth of activities undertaken throughout the United Nations. In addition to the lifecycle of a budget from the formulation of initial guidance and managers' resource planning, through the review and approval by legislative and governing bodies, to performance reporting to governing bodies, donors and other stakeholders, the functionality will cover standard costing and recosting of parameters (including price inflation and exchange rate movements), which will enable resource requirements to be modelled and sensitivity analysis to be performed on budget estimates. Managers will be able to model the delivery of different programmes and mandates using alternative funding levels, for example for voluntary contributions, and cost the decisions of legislative and governing bodies, such as programme budget implications, or revised budgets following Security Council decisions. Umoja programme management includes developing detailed plans by programme and consolidating them within results-based management frameworks, with expected accomplishments and indicators of achievement. It also encompasses the ongoing appraisal of programme activities, monitoring and evaluation, cost forecasting and cost and performance reporting. As part of programme completion and closure, it also covers the return of unused funds, in addition to the evaluation of the delivery of outputs and their contribution to the expected accomplishments.

138. The project will also build on the project management functionality already deployed under Umoja Foundation, particularly in relation to approvals for changes to project plans and proper record-keeping and internal controls, such as procedures for monthly closures. Included are several processes under the umbrella of force management as they relate to the planning or adjustment of a mission after mandate

approval by the Security Council and the planning for the downsizing or liquidation of a mission. By integrating major elements, the project will be able to support resource planning for both the start-up and liquidation of missions. The project steering committee is chaired by the Controller, who is the process owner. To ensure strong business ownership, the Committee comprises representatives from all the key business groups throughout the Secretariat, including field operations, in such areas as humanitarian assistance, human rights and environmental programming, which have large voluntary contribution bases, in addition to peacekeeping and peacebuilding operations. The diversity of activities and financing structures that the solution needs to serve has made it imperative to embed dedicated staff from the different business areas in the Umoja project team.

139. After extensive consultations, analysis and a recent workshop, the Umoja project was able to finalize the choice between two SAP software options for the budget formulation functionality. A limited proof of concept exercise is being held in January 2017 to validate critical assumptions about technical software capabilities that influenced the software choice and to provide a robust basis for identifying and evaluating areas where the selected software may need augmentation. The Umoja project envisages multiple prototypes to be followed by a comprehensive proof of concept, similar to a pilot deployment, around August 2017. The first deployment is planned for August/September 2018 concurrently for peacekeeping budgets for the 2019/20 period, the programme budget for the biennium 2020-2021 and voluntary contribution activities commencing in late 2018 or early 2019.

Streamlining processes: centralization of finance functions

140. Umoja functionality has enabled the harmonization and consolidation of the transactional finance and administration functions of peacekeeping missions. The deployment of Umoja cluster 5 to field missions in 2016 has streamlined the processes for payroll and the administration of insurance programmes for national staff. Implementation was built on a temporary arrangement to centralize payroll processing responsibilities for national staff and individual uniformed personnel (military observers, headquarters staff officers and United Nations police personnel), and associated staff, within two payroll hubs, the Regional Service Centre in Entebbe and the Kuwait Joint Support Office, given that the majority of field personnel were already supported by those two entities. The payroll for field-based international staff has been and will continue to be processed at Headquarters in New York. The implementation of the single integrated system across field missions requires payroll for all staff and individual uniformed personnel to be coordinated and readied each month according to a simultaneous timetable. Concurrently, Umoja's integration of payroll processing with wider personnel administration requirements in a single system has allowed for significant enhancements in relation to payroll processing and controls.

141. For the 2017/18 period, the client base of the Regional Service Centre in Entebbe is proposed to be expanded to include MINURSO and the Centre will continue its responsibility for national staff and individual uniformed personnel for Africa missions whereas the temporary arrangements in respect of the Kuwait Joint Support Office will continue to be maintained to ensure continued service delivery

for the payroll of national staff and individual uniformed officers, pending a decision by the General Assembly on the global service delivery model.

Regional Procurement Office in Entebbe, Uganda

142. The General Assembly, in its resolution 69/273, decided to establish the Regional Procurement Office in Entebbe, Uganda, as a regular office within the Procurement Division of the Secretariat and added that it looked forward to receiving updates on the functions of the Office in the context of the global service delivery model. Pursuant to the resolution and in consideration of the implementation of Umoja in the field as well as ongoing strategic initiatives such as global service delivery and supply chain management, the Department of Management has explored, in consultation with stakeholders, measures to improve its functional capacity and strengthen its regional role. The related resource requirements of the Regional Procurement Office for the 2017/18 period are presented in annex XIII to the present report.

Umoja benefits realization

143. In its resolution 70/286 (para. 50), the General Assembly recalled the expectation of the Advisory Committee on Administrative and Budgetary Questions that it would receive details of quantifiable benefits arising in peacekeeping missions attributable to Umoja implementation, which, for the latter half of 2017, were expected to amount to $32.9 million (A/70/742, paras. 79 and 80), and requested, inter alia, the Secretary-General to provide qualitative and quantitative information on the efficiency gains resulting from Umoja.

144. In its fourth and fifth annual progress reports on the implementation of Umoja (A/70/158 and A/71/180), the Board of Auditors recommended that the Administration refresh the Umoja business case, drawing on the experience of the Department of Field Support and clusters 3 and 4, and that the update should reflect realistic assumptions, including the ability of the Administration to flexibly deploy staff. In response to those recommendations, which were endorsed by the General Assembly in its resolutions 70/248 A and 71/272, the Secretariat has initiated a more comprehensive review of the Umoja benefits realization process. It is important to note that the benefits realization process is evolving in alignment with the implementation of future planned clusters, including for supply chain management, not yet implemented, and that the process is contingent on the overall stabilization of Umoja. The benefits targets have been preliminarily reviewed on the basis of experiences gained using Umoja and process owners have reviewed areas previously identified as well as new areas of potential impact. The modified approach links qualitative improvements to possible quantitative benefits. The quantitative benefits already achieved and opportunities for process re-engineering have been taken into account, wherever possible, for projections; the processes eliminated by Umoja and the redistribution of work among locations and organizational entities have also been factored in.

Qualitative benefits and improvements

145. With the implementation of Umoja, real-time visibility of Organization-wide, better-integrated information will lead to more informed resource management

decisions. Qualitative benefits for peacekeeping missions for the 2017/18 period will include: (a) a reduction of manual inputs and real-time tracking of activities for human resources administration and entitlement processing; (b) better and real-time visibility to resource utilization (budget consumption, payment transactions and funds availability), better cost measurement and improved cash management; and (c) real-time analysis of travel information and costs and elimination of paper-based travel requests. Improvements are being realized through time savings for administrative processes, increased automation and efficiency in travel and human resources, with an overall more efficient service delivery, and through a shift in the focus of support services, moving from transactional activities towards monitoring, policy advice and substantive support, for both management and staff.

Quantitative benefits

146. As regards quantitative benefits, the Secretary-General remains committed to delivering the overall quantitative benefits, totalling between $140 million and $220 million, by 2019. Cumulative benefits amounting to $163.7 million will have been realized by the end of 2019 and $205.5 million by the end of 2020-2021 (A/71/390, para. 128). Cumulative benefits for peacekeeping operations are estimated at $85.9 million by the end of 2019 and $120.5 million by the end of 2021, and cumulative benefits for the United Nations programme budget will amount to $77.8 million by the end of 2019 and $85.0 million by the end of 2020-2021 (see table 4 below).

Table 4
Expected Umoja quantitative benefits by the end of 2019*
(Millions of United States dollars)

	Umoja benefit amount				
Sources of financing	*2013-2015*[a]	*2016/17*	*2017/18*	*2018/19*	*Cumulative until 2019*
Peacekeeping missions (including Regional Service Centre in Entebbe)	1.2	17.3	31.9		
Support account	–	1.2	1.3		
Subtotal, peacekeeping operations	**1.2**	**18.5**	**33.2**	**33.0**	**85.9**
	2014-2015	*2016-2017*		*2018-2019*	
Programme budget	2.3	47.7		27.8	**77.8**
Total					**163.7**

* Extract from the eighth progress report of the Secretary-General on the enterprise resource planning project (A/71/390).
[a] Reduction in bank charges over several financial periods.

147. Aside from demonstrating qualitative benefits and improvements, quantitative benefits of $33.2 million in the form of cost reductions were expected to be realized across peacekeeping budgets for the full 2017/18 period. In particular, Umoja benefits were expected to be generated by missions in human resources processes

related to self-service and automation, early payment discounts from an improved procure-to-pay process, master data management, travel arrangement and claims processing, and the decommissioning of legacy information technology systems. However, the full deployment and stabilization of Umoja remains a precondition for the realization of quantitative benefits. As such, for travel, quantitative benefits are expected to materialize in future budgets as further improvements are made to the Umoja travel module. For the 2017/18 period, the benefits for peacekeeping missions largely resulted from reductions in support personnel and further integration of human resource and financial transactional processes that have been transferred to the Regional Service Centre in Entebbe (see table 5 below).

Table 5
Umoja benefits identified for the 2017/18 period and reflected in budget reports for peacekeeping operations
(United States dollars)

Mission	*Projected savings*	*Description*
MINURSO	387 000	Abolishment of 1 Field Service post and conversion of 2 Field Service posts to national General Service staff posts, as a result of the transfer of functions to the Regional Service Centre in Entebbe
MINUSMA	587 500	Abolishment of 5 posts (3 Payroll Officer (FS) and 1 Finance and Budget Assistant (FS) posts and 1 Payroll Assistant post (NGS))
MINUSTAH	54 500	Abolishment of 3 posts (1 Staff Assistant (NGS) post and 1 Administrative Assistant (NGS) post in Administrative Services and 1 Supply Assistant (NGS) post in the Supply Section)
UNAMID	561 400	Abolishment of 5 Human Resources Assistant posts (3 FS and 2 NGS), as a result of the transfer of the functions of posts to the Regional Service Centre in Entebbe
UNFICYP	84 300	Abolishment of a Finance Assistant (NGS) post and discounts from vendors owing to prompt payment of invoices ($17,000)
UNIFIL	67 000	Abolishment of a Finance Assistant (NGS) post
UNMIL	1 100 000	Abolishment of 14 posts (3 Administrative Officer (1 P-4, 2 P-3), 1 Payroll Assistant (FS), 1 Chief of Travel (FS), 1 Procurement Assistant (NGS), 1 Logistics Assistant (FS) and 7 Warehouse Assistant (NGS) posts) as well as a reduction in bank charges ($100,000)
UNMISS	494 300	Reassignment of 4 posts (1 P-3 post and 1 national General Service (NGS) post from the Human Resources Section and 2 Field Service (FS) posts from the Budget and Finance Section) as a result of changes in work processes in Umoja
United Nations Logistics Base at Brindisi	63 400	Abolishment of a Finance and Budget Assistant (NGS) post
Support account	1 295 600	Abolishment of 2 Finance and Budget Assistant posts (2 GS (OL)) in the Field Budget and Finance Division, Department of Field Support, ($220,400), related non-post resources ($36,600) and reduction in additional non-post resources ($558,800 in the Department of Management for IPSAS consultants, central information technology infrastructure costs and mobile office licences; $355,700 in the Department of Field Support for communications equipment, acquisition of software and licences and consultants; and $124,100 in the Department of Peacekeeping Operations for stationery and office supplies owing to electronic records management and workflow tracking)
Total	**4 695 000**	

Abbreviations: FS, Field Service; GS, General Service; NGS, national General Service; OL, Other level.

148. Following its implementation, Umoja enabled efficiency gains by providing a platform for missions for processes to be further streamlined and for the global field support strategy to be further implemented. Since the 2014/15 period, missions such as UNIFIL and UNDOF have been realigning the structure of their Mission Support Division, and client missions of the Regional Service Centre in Entebbe have been streamlining their resource requirements in the implementation of the global field support strategy. On that basis, as reflected in table 6 below, the cumulative efficiency gains for the peacekeeping missions would be at least $43.4 million for the periods from 2014/15 to 2017/18.

Table 6
Umoja benefits realization for the periods from 2014/15 to 2017/18

(Millions of United States dollars)

	Umoja benefit amount				
Sources of financing	*2014/15[a]*	*2015/16[a]*	*2016/17*	*2017/18*	*Cumulative*
Peacekeeping missions (including the Regional Service Centre in Entebbe)	8.3	11.9	17.3	3.4	40.9
Support account	–	–	1.2	1.3	2.5
Total, peacekeeping operations	**8.3**	**11.9**	**18.5**	**4.7**	**43.4**

[a] Efficiency gains owing to streamlined processes.

149. It is anticipated that the Umoja supply chain management will generate significant quantitative benefits starting in the last quarter of 2019, after Umoja Extension 2 supply chain management functionality is stabilized.

XI. Proposed resources for the period from 1 July 2017 to 30 June 2018

150. The total proposed resource requirements for peacekeeping operations for the financial period from 1 July 2017 to 30 June 2018, inclusive of the Regional Service Centre in Entebbe, the Global Service Centre and the support account, are currently estimated at $7,971.6 million, excluding voluntary contributions in kind. Proposed resource requirements for the 2017/18 period are summarized and compared with the 2016/17 period in table 7, followed by an analysis of the main factors giving rise to the overall variance in levels compared with the prior year in table 8.

Table 7
Financial resource requirements for 2017/18 compared with 2016/17

(Millions of United States dollars. Budget year is from 1 July to 30 June.)

	Apportionment[a] (2016/17)	*Cost estimates (2017/18)[b]*	*Variance*	
			Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)=(2)-(1)*	*(4)=(3)÷(1)*
Military and police personnel	3 374.7	3 546.2	171.5	5.1
Civilian personnel	1 869.4	1 804.9	(64.5)	(3.5)
Operational costs	2 627.2	2 593.8	(33.4)	(1.3)
Enterprise resource planning project	16.8	25.0	8.2	48.8
Information and systems security	0.8	0.8	–	–
Global delivery service model	–	0.9	0.9	–
Gross requirements	7 888.9	7 971.6	82.7	1.0
Staff assessment income	179.6	180.0	0.4	0.2
Net requirements	7 709.3	7 791.6	82.3	1.1
Voluntary contributions in kind (budgeted)	4.8	1.2	(3.6)	(74.5)
Total requirements	7 893.7	7 972.8	79.1	1.0

[a] Inclusive of $309.7 million for the support account for peacekeeping operations, $82.9 million for the Global Service Centre and $39.2 million for the Regional Service Centre in Entebbe, which includes resource requirements of $741,400 for the Office of the Special Envoy of the Secretary-General for the Sudan and South Sudan, the Office of the Special Envoy of the Secretary-General for the Great Lakes Region, the Monitoring Group on Somalia and Eritrea, UNOCA, UNSOM, ONOAU and the Office of the Special Adviser to the Secretary-General on Conflict Prevention, including in Burundi for the 2016/17 period, which are charged against the appropriation for the biennium 2016-2017 under section 3, Political affairs, approved by the General Assembly in its resolution 70/249 A-C.

[b] Inclusive of $339.5 million for the support account for peacekeeping missions, $88.3 million for the Global Service Centre and $37.3 million for the Regional Service Centre in Entebbe.

Analysis of major variances

Table 8
Main factors for variance in resource requirements

Group of expenditure	*Main factors for variance*
Military and police personnel (increase $171.5 million)	Increase in military contingent and formed police unit requirements is attributable mainly to: (a) mandated increase in troops and police personnel in UNMISS and expansion in MINUSMA; (b) increased estimates for rations and contingent-owned equipment: self-sustainment reimbursement categories in UNSOS; (c) higher expected deployment of military contingents in UNISFA; (d) increase in the rate of reimbursement to troop- and police-contributing countries in the amount of $1,410 per month starting from 1 July 2017 applied in the peacekeeping budgets for the 2017/18 period in accordance with General Assembly resolution 68/281, compared with $1,365 per month applied to the budgets in the 2016/17 period. Overall increase is offset by the closing of UNOCI and the drawdown and planned closing of UNMIL

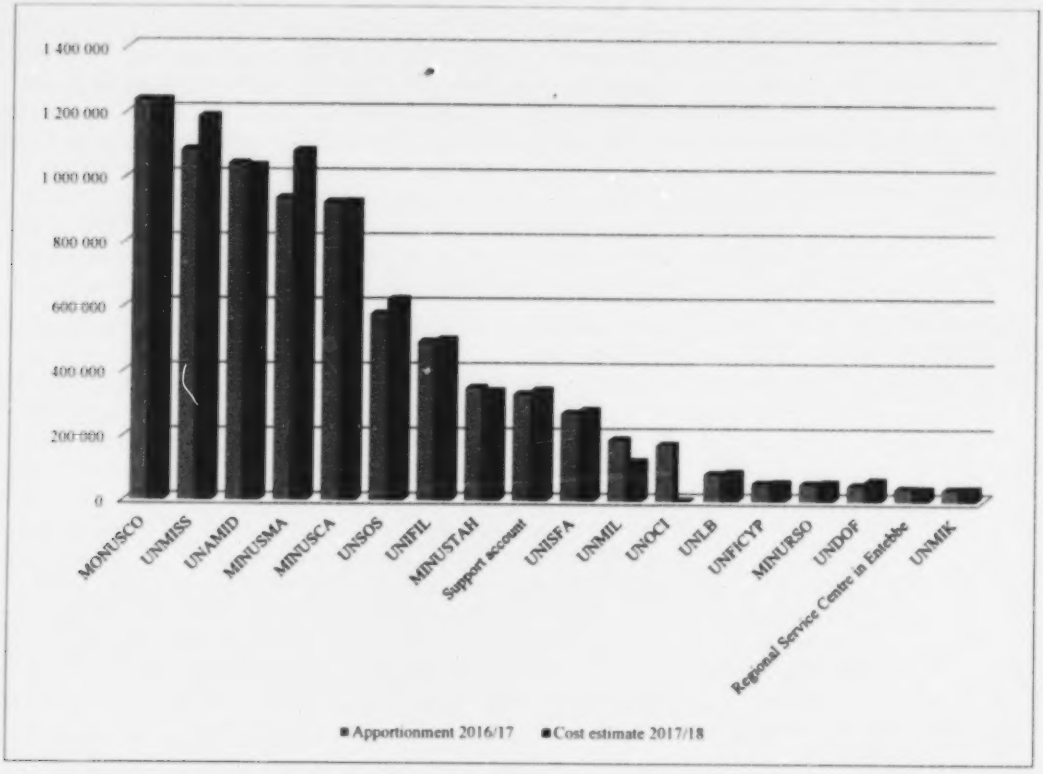
Group of expenditure	*Main factors for variance*
Civilian personnel (decrease $64.5 million)	Overall decrease is attributable to the closing of UNOCI and the drawdown and planned closure of UNMIL. In addition, estimates decreased for a number of missions, including: (a) UNMISS, attributable to the revised salary scales and the application of a lower post adjustment for international staff; (b) UNAMID, reflecting the application of revised salary scales, particularly lower common staff costs for international staff; (c) MINURSO, owing to the application of higher vacancy rates; and (d) MONUSCO, owing to the discontinuation of the danger pay entitlement in Goma and Bukavu. Overall decrease was offset in part by increases in: (a) MINUSMA, owing to the expansion of the Mission; (b) UNSOS, owing to planned full deployment; and (c) MINUSCA, owing to the additional 68 Government-provided personnel authorized by the Security Council in its resolution 2264 (2016)). The decrease has been observed most notably in the international staff category, including owing to revised salary scales, as well as in national staff, United Nations Volunteers (UNV) and general temporary assistance categories
Operational costs (decrease $33.4 million)	Overall decrease is attributable to the closure of UNOCI and the drawdown of UNMIL. In addition, estimates decreased in: (a) MINUSCA, owing to the non-requirement for commercial construction services and the utilization instead of alternative arrangements; (b) missions including UNSOS, UNMISS and MINUSMA, owing to the completed acquisition of vehicles in prior periods, as well as the reduced price of fuel in UNSOS; and (c) several missions, including MINUSMA and UNAMID, with respect to information technology and communications owing to acquisitions being made in prior periods and lower costs for commercial communications. Decreases are offset by increases in: (a) MINUSMA, UNDOF and UNSOS, owing to construction projects and in UNMISS owing to higher requirements for maintenance services contracts for camps; (b) MINUSMA, MINUSCA, UNSOS and UNIFIL with respect to air transportation owing to the deployment of additional aircraft, higher utilization of aircraft fleet and increased contract costs; and (c) Global Service Centre, owing to increased information technology costs for the replacement of ageing ICT equipment and increased enterprise application maintenance costs
Enterprise resource planning project ($8.2 million)	The variance reflects increases in resource requirements for the enterprise resource planning project, for which estimates were presented in the seventh and the eighth progress reports of the Secretary-General on the enterprise resource planning project (see A/70/369/Corr.2 and A/71/390), to be funded under the support account for the 2017/18 period

151. Annex II to the present report provides a detailed analysis of the proposed resource requirements for the 2017/18 period by peacekeeping component and by detailed categories of expenditure.

152. Figure X below illustrates the relative size of the proposed resource requirements for the 2017/18 period compared with the approved budget for the 2016/17 period, by peacekeeping component. It is followed by the key strategic planning assumptions for peacekeeping operations in respect of the 2017/18 period.

Figure X
Resource requirements for 2017/18 compared with 2016/17, by peacekeeping component

(Thousands of United States dollars)



Strategic planning assumptions for peacekeeping operations in the 2017/18 period

153. During the 2017/18 period, the focus of peacekeeping will remain on Africa and the Middle East. The regional, political, operational and security environments of missions in those areas are expected to remain difficult and volatile, with a sustained need for high levels of deployment. The mandates of missions will be increasingly complex, encompassing areas including peacebuilding, elections and human rights. The missions will require the ability to manoeuvre as quickly and efficiently as possible in the execution of key priority areas. In addition, creating new and updating existing political strategies, strengthening strategic and operational planning, as well as mission support, enhancing the conduct and performance of missions, and partnerships with regional and subregional organizations will continue to generate resource requirements.

154. The overall level of required resources for the 2017/18 period shows a slight increase compared with the prior period primarily owing to the reinforcements or higher level of deployments in MINUSMA, UNMISS, UNISFA and UNDOF offset

in part by the withdrawal of UNOCI by 30 April 2017, the withdrawal of UNMIL by 30 April 2018, the completion of elections in MINUSTAH and consolidation within UNAMID. An increase in the rate of reimbursement to troop- and police-contributing countries is also a factor contributing to the overall increase. Given the volatile operational requirements and the need for enhanced mobility, the estimates for air transportation, including for aircraft with specialized capabilities, in MINUSMA, MINUSCA, UNSOS and MINURSO are also higher, coupled in some instances with higher contract costs. In addition, the expansion of operations and/or increased volatility in operational environments in MINUSCA, UNMISS and UNDOF contribute to the continued requirement for acquisition of accommodation and offices and construction services.

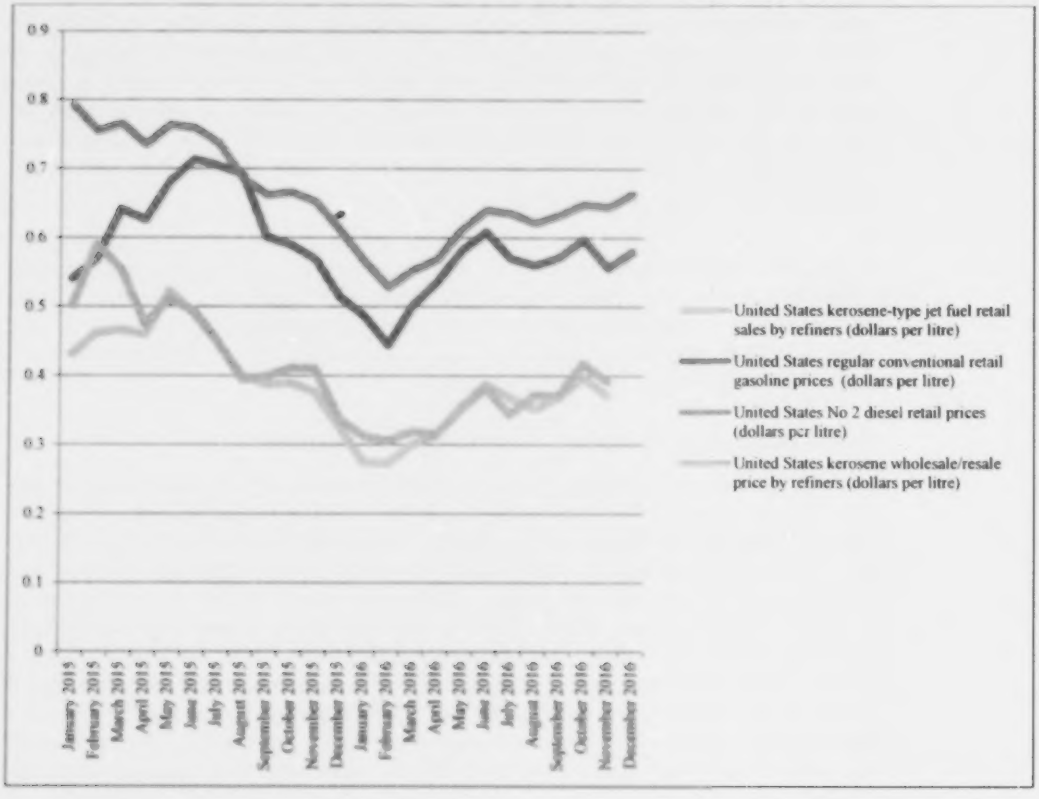
155. The United Nations Secretariat-wide initiatives geared towards improving the overall effectiveness and efficiency of the Organization including its peacekeeping operations, namely, the Umoja project, the global service delivery initiative and the supply chain management initiative, as well as centralized information and communications technology initiatives, will continue and require resources for their successful development and implementation.

Impact of changing fuel prices on estimated requirements

156. While fuel prices had a significant downward impact on expenditure in the 2015/16 period and on the budget estimates for the 2016/17 period, the fuel market has since largely stabilized, with some upward trends observed in late 2016 and early 2017. The estimated fuel prices included in the proposed budgets are calculated on the basis of average rates during a six-month period, so as to moderate the effects of significant outliers. As is the case with most commodities, fuel prices fluctuate, driven by supply and demand in different areas, including seasonal demand and weather conditions. Across peacekeeping missions, the impact of those variations on the proposed budgets for the 2017/18 period is uneven and common trends are less discernible than in the past few years, considering the changes in operational requirements and changes in mission mandates. One example is that an increase in fuel prices has been observed in MINUSCA and UNIFIL, while prices in UNSOS have decreased.

157. Fluctuations in average fuel prices in the past two years are shown in figure XI below.

Figure XI
Average fuel prices from January 2015 to December 2016
(United States dollars)



Exchange rate fluctuations during the previous year

158. In 2016, the United States dollar continued to strengthen and appreciated against almost all currencies, including the euro and the CFA franc, which are the two most-used currencies in peacekeeping budgets. From January to December 2016, the United States dollar appreciated by 3 per cent against the euro, which fell to near a one-year low. The strengthening of the United States dollar resulted in lower post adjustment multipliers in January 2017 compared with January 2016 in all missions except UNAMID, with the most significant decrease, of 34 per cent, in UNMISS. The Sudanese pound continued its steady decline against the United States dollar after the currency was devalued by 84 per cent in December 2015 and depreciated further during the course of 2016.

159. Budget requirements for the 2017/18 period were estimated using the most recent exchange rates at the time of budget finalization, which, in most cases, were the December 2016 and January and February 2017 rates.

160. Figures XII and XIII reflect the experience of the euro and the CFA franc during the period from January to December 2016.

Figure XII

Performance of the United States dollar against the euro, 2016 calendar year

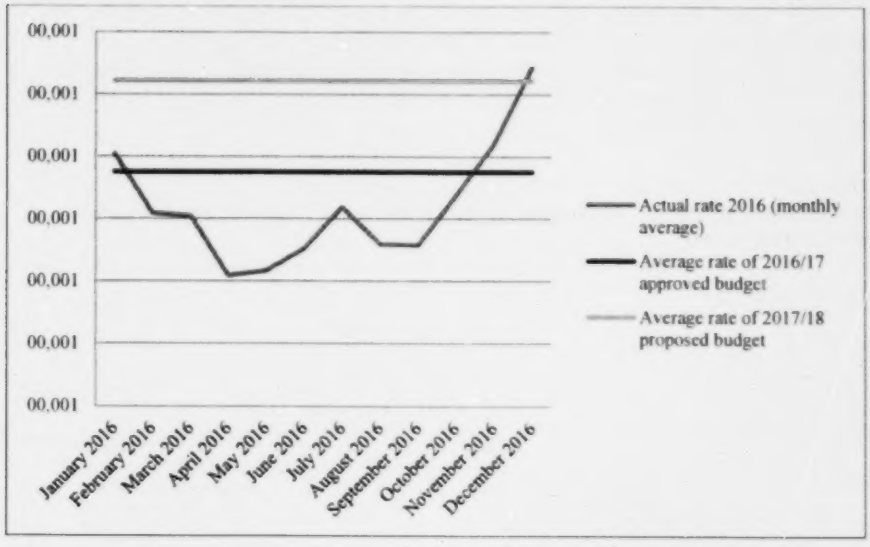
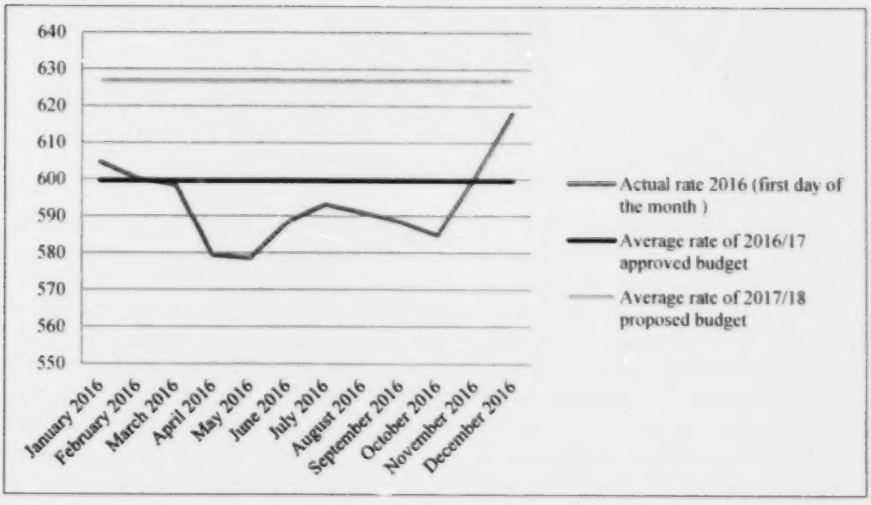


Figure XIII

Performance of the United States dollar against the CFA franc, 2016 calendar year

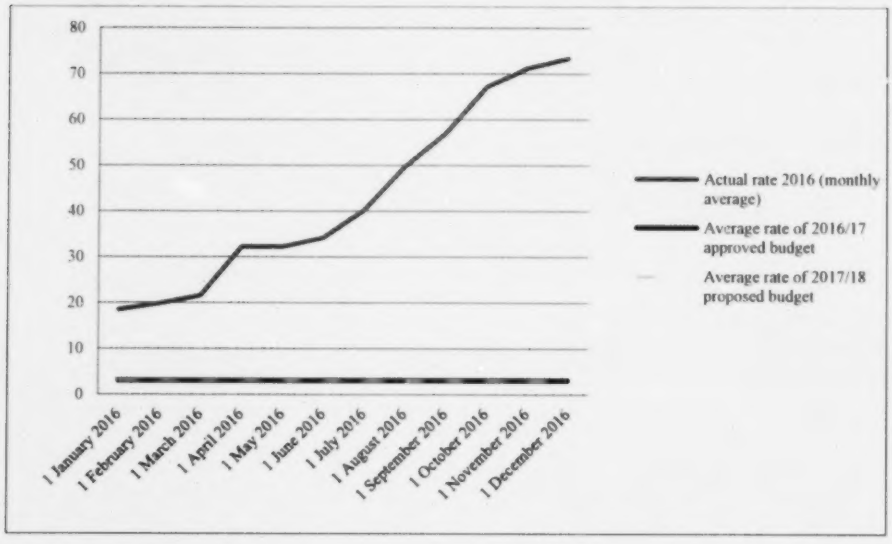


161. The proposed budget for UNMISS for the 2017/18 period in relation to requirements for national staff salaries was estimated using the December 2015

United Nations operational exchange rate of 3.1, exceptionally. To alleviate the negative impact of the currency devaluation on national staff salaries, an exceptional measure for the payment of national staff salaries in United States dollars was implemented in the 2015/16 period, as reported in the report of the Secretary-General on the financing of the United Nations peacekeeping operations (A/70/749), and will continue. This special measure will be reviewed at the end of March 2017, following the results of the local salary survey. A revision of the national staff salary scales is expected to be released in March 2017. Figure XIV below reflects the experience of the South Sudanese pound during the period from January to December 2016.

Figure XIV

Performance of the United States dollar against the South Sudanese pound, 2016 calendar year



Human resources: vacancy factors

162. Vacancy factors applied in the budgets for peacekeeping missions take into account the experience of missions to date and mission-specific circumstances in relation to the deployment of uniformed personnel and recruitment of civilian staff. For military and police personnel, the variables considered for the proposed delayed deployment factors include the current fiscal year-to-date average vacancy rates, as well as historical deployment patterns and planned deployments, as applicable. For civilian personnel, the proposed vacancy factors reflect current fiscal year-to-date average vacancy rates, as well as historical incumbency patterns and proposed changes in the composition of staff, as applicable. That approach is also applied in the support account for peacekeeping operations, with the higher vacancy rate for new posts and positions of 50 per cent.

Planned vacancy rates for the 2017/18 period

163. Information on vacancy rates for each mission is provided in table 9 below. Vacancy rates with respect to the computation of personnel costs are based on actual personnel deployment for the 2014/15 period and the first half of the 2015/16 period, as well as the expenditure pattern of missions and projected changes in mission levels of personnel. Salary costs for the 2017/18 period were estimated using the salary scales and post adjustment approved in January 2017 for international staff, as published by ICSC. National staff salaries are based on the most recently applied salary scale in individual missions.

Table 9
Planned and actual vacancy rates

Mission	*Category*	*Actual average 2015/16*	*Budgeted 2016/17*	*Projected 2017/18*
MINURSO	International staff	6.7	6.0	8.0
	National General Service staff	6.5	7.0	4.0
	United Nations Volunteers — International	43.8	30.0	40.0
MINUSCA	International staff	24.8	25.0	25.0
	National Professional Officers	54.1	50.0	40.0
	National General Service staff	48.8	40.0	40.0
	United Nations Volunteers — International	(3.8)	5.0	20.0
	United Nations Volunteers — National	–	40.0	5.0
	Temporary international staff	(12.5)	25.0	25.0
	Temporary National Professional Officers	50.0	50.0	–
	Temporary National General Service staff	–	40.0	–
MINUSMA	International staff	16.0	15.0	15.0
	National Professional Officers	17.4	15.0	20.0
	National General Service staff	10.8	10.0	15.0
	United Nations Volunteers	21.5	25.0	20.0
	Temporary international staff	50.0	25.0	25.0
MINUSTAH	International staff	14.0	13.0	13.0
	National Professional Officers	14.8	16.0	12.0
	National General Service staff	12.0	11.0	10.0
	United Nations Volunteers — International	15.5	10.0	15.0
MONUSCO	International staff	14.0	14.0	15.0
	National Professional Officers	30.0	29.0	22.0
	National General Service staff	7.3	10.0	7.0
	United Nations Volunteers — International	11.4	15.0	11.0
	United Nations Volunteers — National	11.4	15.0	11.0
	Temporary international staff	45.5	–	25.0
	Temporary National Professional Officers	36.0	–	–
	Temporary National General Service staff	7.2	–	–

Mission	*Category*	*Actual average 2015/16*	*Budgeted 2016/17*	*Projected 2017/18*
UNAMID	International staff	18.9	15.0	13.0
	National Professional Officers	27.6	25.0	25.0
	National General Service staff	4.6	1.0	5.0
	United Nations Volunteers — International	8.0	5.0	16.0
	United Nations Volunteers — National	25.0	–	0
	Temporary international staff	15.8	10.0	7.0
	Temporary National Professional Officers	–	–	0
	Temporary National General Service staff	3.7	1.0	4.0
UNDOF	International staff	6.8	5.0	5.0
	National staff	2.1	5.0	5.0
	Temporary international staff	20.0	3.0	3.0
UNFICYP	International staff	3.0	5.0	6.0
	National Professional Officers	–	10.0	–
	National General Service staff	4.3	3.0	4.0
UNIFIL	International staff	8.4	5.0	3.0
	National Professional Officers	41.2	30.0	30.0
	National General Service staff	5.7	5.0	6.0
UNISFA	International staff	21.9	20.0	20.0
	National Professional Officers	0	0	0
	National General Service staff	18.6	20.0	15.0
	United Nations Volunteers	6.3	10.0	10.0
	Temporary international staff	15.4	20.0	–
UNMIK	International staff	11.2	5.0	6.0
	National Professional Officers	0	5.0	3.0
	National General Service staff	2.4	2.0	1.0
	United Nations Volunteers	22.2	11.0	11.0
UNMIL	International staff	14.1	10.0	10.0
	National Professional Officers	16.7	15.0	5.0
	National General Service staff	7.4	7.0	5.0
	United Nations Volunteers	12.9	10.0	5.0
UNMISS	International staff	12.7	15.0	15.0
	National Professional Officers	9.2	10.0	10.0
	National General Service staff	17.7	15.0	10.0
	United Nations Volunteers — International	10.0	15.0	11.0
	United Nations Volunteers — National	66.7	33.0	16.0
	Temporary international staff	22.9	30.0	25.0
	Temporary national staff	50.0	30.0	30.0

Mission	*Category*	*Actual average 2015/16*	*Budgeted 2016/17*	*Projected 2017/18*
UNOCI	International staff	16.0	10.0	–
	National Professional Officers	12.4	2.0	–
	National General Service staff	7.5	2.0	–
	United Nations Volunteers — International	13.0	10.0	–
UNSOS	International staff	11.5	25.0	25.0
	National Professional Officers	21.6	21.0	26.0
	National General Service staff	15.6	17.0	16.0
	United Nations Volunteers — International	16.7	10.0	10.0
	Temporary international staff	8.3	–	–
Regional Service Centre in Entebbe	International staff	18.5	19.0	10.0
	National Professional Officers	83.3	50.0	25.0
	National General Service staff	7.9	6.0	6.0
	United Nations Volunteers — International	50.0	50.0	50.0
Global Service Centre	International staff	12.8	9.0	16.0
	National staff	5.1	5.0	3.0
	Temporary international staff	12.5	25.0	9.0
	Temporary national staff	21.1	26.0	12.0
Support account	International staff	9.8	10.6	10.6
	National staff	7.0	6.8	6.9
	Temporary international staff	12.5	14.0	21.9

Civilian personnel incumbency trends

164. Vacancy rates applied in the calculation of budgets for the 2017/18 period will remain largely comparable to those approved for the 2016/17 period. Notable exceptions are MINURSO, where the vacancy rates are projected to increase for both international staff and UNVs owing to operational circumstances, and the Regional Service Centre in Entebbe, where the vacancy rates for international staff and National Professional Officers are expected to decrease owing to recruitment efforts. In respect of UNMIL, the rates for all categories of personnel are expected to decrease given the reduced number of personnel during the drawdown and the planned closure.

Civilian staff costs

165. The General Assembly, in its resolution 70/244, approved a new compensation package in accordance with the recommendation of ICSC in its report for the year 2015 (A/70/30), which included a proposed unified single salary scale, among other changes, and decided to implement the unified salary scale as of 1 January 2017.

166. For the 2017/18 period, budgetary rates for international staff net salaries and staff assessment were determined using the new unified salary scale effective 1 January 2017. The salary rates were updated using the unified salary scale structure as approved by the General Assembly in its resolution 71/264 for Professional and higher categories, effective 1 January 2017, as well as the salary scale for the Field Service category, which was also updated as a unified salary scale in accordance with the ICSC recommendation. The post adjustment multiplier for each duty station for January 2017 was applied to the net base salary rates. The common staff cost percentage of net salary was calculated and the common staff cost percentage was adjusted for each mission by grade and step level to reflect the payment of a transitional allowance of 6.0 per cent of net salaries, including post adjustment, to staff members with dependants who formally received their net salary at the dependent rate. The weighted-average common staff cost percentage of net salary costs was calculated for each mission, based on the proportion of staff with and without dependants.

167. For the 2017/18 period, the salary scale for international civilian staff costs is exhibiting a downward trend in most peacekeeping missions owing to generally lower post adjustment multipliers due to the appreciation of the United States dollar, as well as the application of a unified salary scale, effective 1 January 2017.

168. In the support account for peacekeeping operations, additional requirements for salary costs are driven mainly by the updating of the standard salary and common staff costs used to estimate the costs of posts and general temporary assistance positions. The additional requirement reflects the recent increase in the post adjustment multiplier for New York, which is driven mainly by the cost of living, and also the average step increase of the staff population in the Secretariat. Common staff costs are based on actual expenditure patterns for the 2015/16 period, reflecting the same methodology used for the approved budget for the 2016/17 period. As a consequence of the standard 50 per cent vacancy factor applied to posts and positions in respect of the first year of establishment, which is adjusted to a regular vacancy rate in the following year, the net increase of 12 posts and positions approved in the 2016/17 period also affects the proposed budget for the 2017/18 period.

169. With regard to national staff, the latest salary scales are used for net salary and staff assessment, with the common staff cost percentage of net salary based on past trends applied to the average grade and step of national staff in missions.

XII. Implementation of requests of the General Assembly in its resolution 70/286 and management initiatives

170. The present section responds to the key issues as requested by the General Assembly in its resolution 70/286. For ease of reference, annex I to the present report provides information on the reporting mode for each of the decisions and requests made by the General Assembly.

A. Personnel issues

Recruitment of staff in the field

171. In its resolution 70/286 (see para. 22), the General Assembly requested the Secretary-General to make every effort to reduce the recruitment lead time for staff in field missions and to report on the steps taken and results achieved.

172. As mandated by the General Assembly in its resolution 63/250, the Department of Field Support uses roster-based recruitment to fill field positions. Roster-based recruitment represents 85 to 90 per cent of all field recruitments. Accordingly, the Field Personnel Division of the Department publishes generic job openings for the purpose of creating and maintaining viable rosters of qualified candidates for immediate and anticipated vacancies. Expert panel members conduct competency-based interviews for applicants for the generic job openings. Each panel is composed of a minimum of three members, who are subject matter experts drawn from staff serving in the field, and coordinated by a subject matter expert who determines the suitability of candidates to be recommended for inclusion in a roster.

Expert panel activities and costs

173. During the 2015/16 period, the Field Personnel Division maintained rosters across 24 occupational groups at all levels, categories and job families. Approximately 38,000 applications were received for 70 generic job openings managed by 12 occupational group managers and assessed by 118 expert panels. A total of 1,860 candidates from that exercise were endorsed by the field central review bodies. Recommended candidates on the rosters resulting from such global exercises are used by all missions, and the costs of the exercise are apportioned among the missions on a pro rata basis. A total amount of $1.58 million was reflected during the 2015/16 period to support the rostering process of the 70 generic job openings, and $1.162 million (74 per cent) was utilized during the period.

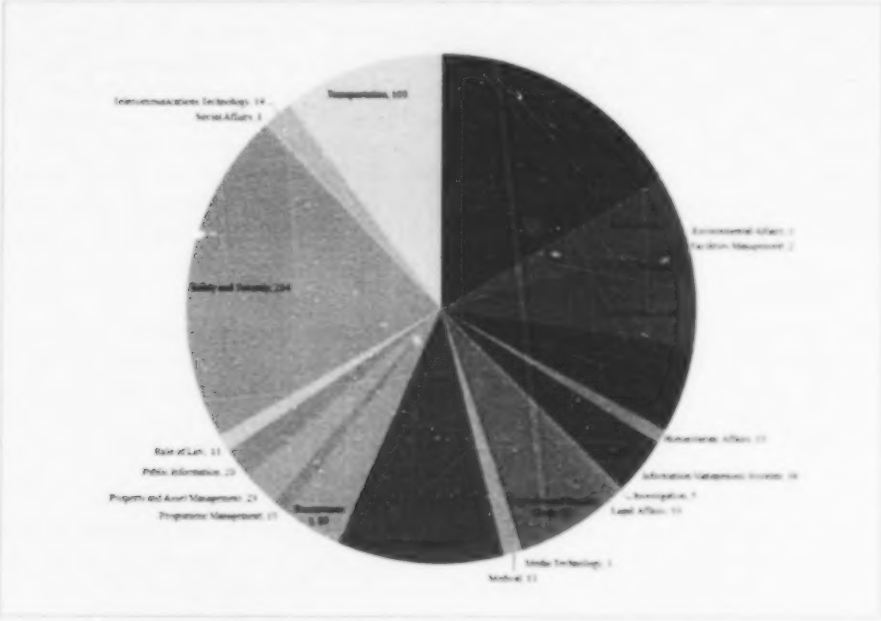
174. Resources covered costs related to the travel of expert panel members and occupational group managers to conduct competency-based interviews of applicants who were shortlisted and had passed the assessment exercise. Interviews were conducted in Brindisi, Valencia, Nairobi, Naqoura, Lebanon and United Nations Headquarters in New York. Table 10 below provides details on the actual costs incurred during the 2015/16 period for the travel of expert panels, by category of expenditure.

Table 10
Expenditure by category
(Thousands of United States dollars)

Category	*Amount*
Travel of 118 expert panel members to interview approximately 3,400 candidates (round trip from field missions to Brindisi, New York, Valencia, Naqoura, Lebanon and Nairobi)	930.9
Support of expert panel members for recruitment/rostering process	231.8
Total	**1 162.7**

175. During the period from 1 July 2015 to 30 June 2016, 1,011 candidates were selected from rosters for vacancies in field missions across 24 job families at all levels and categories. The chart in figure XV below provides a breakdown of selected candidates per job family.

Figure XV
Analysis of candidate selection per job family
(Number of personnel)



176. For the 2016/17 period, the Field Personnel Division expects to manage 44 generic job openings, with a focus on establishing new rosters related to supply chain management, service delivery, risk management and information and communications technology and on attracting bilingual candidates. Missions have contributed $1.3 million to finance expert panel assessments. In particular, efforts are being made to add women to the rosters in all occupational groups, in keeping with the Secretary-General's agenda to achieve gender parity in peace operations. Total resources of $1.3 million were allocated to the activities of expert panels in the 2016/17 period, as shown in table 11 below. For 2017/18, resource requirements will be adjusted depending on workload.

Table 11
Contribution by mission
(Thousands of United States dollars)

Peacekeeping mission	*1 July 2016 to 30 June 2017 Apportionment*
UNAMID	146.5
United Nations Logistics Base at Brindisi	11.9
UNDOF	11.9
UNMIL	93.5
UNOCI	93.5
UNSOS	93.5
MINUSTAH	93.5
UNIFIL	93.5
MINURSO	11.9
MONUSCO	146.5
UNFICYP	11.9
UNMIK	11.9
UNMISS	146.5
UNISFA	93.5
MINUSMA	146.5
MINUSCA	93.5
Total	**1 300.0**

Representation of troop-contributing countries in the Departments of Peacekeeping Operations and Field Support

177. In its resolution 70/286 (para. 23), the General Assembly requested the Secretary-General to intensify his efforts to ensure proper representation of troop-contributing countries in the Department of Peacekeeping Operations and the Department of Field Support, taking into account their contribution to United Nations peacekeeping, and to report thereon in the context of the overview report. The Secretariat has taken a number of actions to address that request and previous requests on the issue pursuant to Assembly resolutions 67/287 and 66/265, as follows:

(a) Amendment to administrative instruction ST/AI/2010/3 on the staff selection system requiring that, in the final selection decision by the head of the department/office, due consideration be given to candidates from troop- or police-contributing countries for positions in a peacekeeping operation or Headquarters support account-funded positions in the Department of Peacekeeping Operations, the Department of Field Support and other departments with support account resources (ST/AI/2010/3/Amend.2);

(b) Inclusion of a provision in administrative instruction ST/AI/2016/1 on the new staff selection and managed mobility system requiring the Office of Human Resources Management to indicate, in submitting the list of suitable candidates to the Job Network Board and the Senior Review Board, the candidates from troop-and police-contributing countries applying for positions in a peacekeeping operation or for Headquarters support account-funded positions in the Department of Peacekeeping Operations and the Department of Field Support, taking into account the contribution of those countries to United Nations peacekeeping;

(c) Placement of a special notice in job openings for posts at the Professional level and above financed under the support account stating that applicants from troop- and police-contributing countries who are found most suitable and recommended for selection will be given due consideration for positions in a peacekeeping operation or Headquarters support account-funded positions in the Departments of Peacekeeping Operations and Field Support, taking into account their contribution to United Nations peacekeeping, in accordance with General Assembly resolutions 66/265 and 67/287;

(d) Certification by the hiring managers, when submitting a selection recommendation to the heads of the Departments of Peacekeeping Operations and Field Support, that they have given due consideration to candidates from troop-contributing countries, taking into account their contribution to United Nations peacekeeping operations;

(e) Outreach activities to increase nominations of active duty seconded officers by troop- and police-contributing countries, and in particular nominations of female officers: activities include dedicated briefings, meetings and visits to troop- and police-contributing countries, as well as an awareness media campaign on social media and websites devoted to recruitment;

(f) Monitoring and reporting, on a regular basis, by the Executive Office of the Departments of Peacekeeping Operations and Field Support, on the representation of troop- and police-contributing countries within the Departments, covering both civilian and active duty seconded officers' positions.

178. Outreach activities resulted in a 27 per cent increase in 2016 in the participation of troop- and police-contributing countries in phase 1 of the 2016 military and police recruitment campaign compared with phase 1 of the 2013 campaign (data preceding 2013 phase 1 are not available). Table 12 below illustrates the number of nationalities represented.

Table 12
Number of nationalities represented in the Departments of Peacekeeping Operations and Field Support, 2013 to 2016

	2013 phase 1	*2013 phase 2*	*2014 phase 1*	*2014 phase 2*	*2015 phase 1*	*2016 phase 1*
Number of nationalities	51	65	62	59	70	70
Percentage of participation increase		22	18	14	27	27

179. As at 31 December 2016, the representation of troop- and police-contributing countries was 96 per cent in the Department of Peacekeeping Operations and 92 per

cent in the Department of Field Support. Tables 13 and 14 below show the representation of troop- and police-contributing countries for both civilian and seconded officers since April 2011. While there are some fluctuations in the number of staff owing to rotation of personnel and monthly fluctuations in the number of troop- and police-contributing countries, the figures demonstrate the efforts made by both Departments since 2011 to increase the representation of troop- and police-contributing countries in compliance with General Assembly resolutions 66/265, 67/287 and 70/286.

Table 13
Percentage of staff from troop-contributing and police-contributing countries in the Department of Peacekeeping Operations

	30 April 2011	*30 April 2012*	*30 April 2013*	*30 April 2014*	*30 April 2015*	*30 April 2016*	*31 December 2016*
Percentage of staff from troop-contributing and police-contributing countries	97	97	97	96	97	97	96
Percentage of staff from non-troop-contributing and non-police-contributing countries	3	3	3	4	3	3	4

Table 14
Percentage of staff from troop-contributing and police-contributing countries in the Department of Field Support

	30 April 2011	*30 April 2012*	*30 April 2013*	*30 April 2014*	*30 April 2015*	*30 April 2016*	*31 December 2016*
Percentage of staff from troop-contributing and police-contributing countries	91	93	91	92	94	92	92
Percentage of staff from non-troop-contributing and non-police-contributing countries	9	7	9	8	6	8	8

B. Operational requirements

Major information technology projects in peacekeeping operations (O3b project)

180. The Department of Field Support, Information and Communications Technology Division, provides ICT support to United Nations peacekeeping and special political missions throughout the world, which are often located in areas with limited local communications infrastructure. Historically, field missions relied upon geosynchronous satellites or terrestrial communication services. Satellite communications have the advantage of being independent of the local infrastructure and can be deployed rapidly, but have limited bandwidth and high costs. Network performance and reliability are critical for services such as Umoja and the Field Support Suite, which are centrally hosted at the United Nations Logistics Base at Brindisi. Providing reliable, high-bandwidth communications in a cost-effective manner poses an ongoing challenge. Internet access is currently provided through several modalities, including C and KU band satellites, terrestrial leased lines and the Global System for Mobile communication systems. Satellite technology is

normally the primary method of connectivity for African missions where local infrastructure is, in many cases, unreliable.

181. To provide an improved communication solution to field missions, the Information and Communications Technology Division identified a new satellite service, from the provider O3b (Other 3 billion), that has the potential to offer the benefits of satellite communication while alleviating some of the limitations. O3b is a satellite technology, implemented to deliver access to the Internet at a lower cost per unit than other satellite technologies. In addition, O3b offers a low-latency, i.e. fast, alternative to meet the growing demand for high-bandwidth enterprise systems, such as Umoja. The utilization of bandwidth is expected to increase over the coming years, and it is therefore important to implement more cost-effective alternatives.

182. To that end, the United Nations has entered into a short-term arrangement (12 months followed by an additional six months) with O3b to pilot low-latency satellite services for a not-to-exceed value of $24.2 million.

183. Missions in East Africa were selected for the pilot because they exemplify the missions that stand to gain the most from an O3b implementation. Eight sites were selected in six missions and the Regional Service Centre in Entebbe.

184. The pilot project consists of two phases:

- Phase 1: Commissioning of O3b trunk services and collection of data with regard to the pre-O3b implementation
- Phase 2: Migration of United Nations enterprise applications over the O3b link, data collection with regard to the post-O3b implementation, comparison and analysis

185. The goal of phase 1 is to commission the O3b trunk service at each of the eight sites, followed by a three-month observation period during which the O3b trunk service will be assessed, monitored and evaluated against key performance indicators pertaining to latency, service jitter, packet loss and uptime. Benchmark assessments on bandwidth, as per one example (Juba), were provided by the Global Service Centre to evaluate the performance of the network before the implementation of O3b, establishing a baseline for performance comparison once the United Nations enterprise applications are moved over the O3b link. A user experience survey was completed at the beginning of phase 1 for comparison upon the completion of phase 2.

186. Implementation of the O3b pilot project began during the latter part of the 2015/16 period. Bangui (MINUSCA) was the first site to go live in March 2016, followed by Juba (UNMISS) and Abyei (UNISFA) in June. O3b has also been deployed in Wau, South Sudan (UNMISS), Mogadishu (UNSOS) and Kinshasa and Goma (MONUSCO). The remaining site (Entebbe) will be implemented during the second quarter of 2017.

187. During phase 2, services that can be supported on the O3b trunk over a virtual private network (VPN), such as video, Voice over Internet Protocol (VoIP) and enterprise applications (i.e. Umoja, Field Support Suite, Cosmos, Point, e-mail and cloud computing) will be monitored and assessed according to key performance indicators, including video and sound distortion, delay, echo and upload/download

times. Assessments on bandwidth and user experience will be repeated for comparison against the phase 1 benchmarks.

188. Phase 2 will consist of the following major activities and is expected to be completed before the end of June 2017:

(a) Migration of major ICT services and enterprise applications for use over the O3b trunk. This includes Internet, VoIP, VTC, Umoja, Field Support Suite, Cosmos, Point, e-mail and cloud computing, depending on mission requirements. Approximate time frame: 1–2 months;

(b) Replication of benchmark bandwidth assessments and user experience surveys. Approximate time frame: 2 months;

(c) Comparison and analysis of results, including cost-benefit analyses, recommendations, lessons learned and business case templates for future use. Approximate time frame: 1 month.

189. An analysis of expenditures during the 2015/16 period and estimated costs for the 2016/17 period are provided in table 15 below. The forecast costs for the pilot project through 2016/17 amount to $17.8 million within the approved not-to-exceed contract of $24.2 million (see table 15 below).

Table 15
Analysis of O3b costs

(Thousands of United States dollars)

Category	*Estimated costs* (a)	*Costs incurred in 2015/16* (b)	*Projected costs for 2016/17* (c)	*Total planned costs* (d) = (b) + (c)
Equipment and supplies, including shipping cost	2 094.2	1 846.8	424.7	2 271.5
Activation per station (cost of $49,231 per 8 stations), non-recurrent cost	393.8	344.6	49.2	393.8
Bandwidth[a]	12 194.0	2 160.6	12 362.5	14 523.1
Project management	318.0	278.2	39.8	318.0
Training	319.4	0	288.0	288.0
Total	**15 319.4**	**4 630.2**	**13 164.2**	**17 794.4**

[a] Includes site survey, managed service, project monitoring, installation, commissioning and training.

Interim assessment of the pilot project

190. Missions where the pilot is deployed have reported overall positive user experience and improved productivity and systems performance. Full operational effectiveness and efficiencies may be achieved when the scope of the current O3b satellite pilot project is completed and services are revised to include other missions' sites that continue to be operated and supported by higher-priced high-latency satellite Internet. The results of the pilot will determine if this technology should be established as a standard and will follow the established ICT governance process of the Organization.

Programmatic activities and peacekeeping operations

191. For the 2016/17 period, an amount of $24.9 million was approved in respect of eight peacekeeping missions (MINUSCA, MINUSTAH, MONUSCO, UNAMID, UNMIK, UNMIL, UNOCI and UNMISS) for programmatic activities, excluding resource requirements in respect of mine-action activities, disarmament, demobilization and reintegration, and community violence reduction programmes. As peacekeeping missions continue to engage in programmatic activities in support of the mandates of their respective missions, the budget reports for the 2017/18 period continue to reflect those resource requirements. For the 2017/18 period, a total of $36.7 million is being requested in relation to programmatic activities (exclusive of mine-action activities, disarmament, demobilization and reintegration, and community violence reduction programmes). If disarmament, demobilization and reintegration and community violence reduction programmes are included, the total amount requested for the 2017/18 period is $70.3 million, compared with $60.8 million approved for the 2016/17 period. Table 16 below sets out the overall resources for activities, including mine action, disarmament, demobilization and reintegration, community violence reduction and other programmatic activities. Figure XVI below illustrates the relative proportion of such activities across all peacekeeping missions. Details on the resources for programmatic activities in peacekeeping missions in the 2017/18 period are provided in annex X.

Table 16

Proposed resources for programmatic activities included in the budgets for peacekeeping operations for the 2017/18 period, by mission

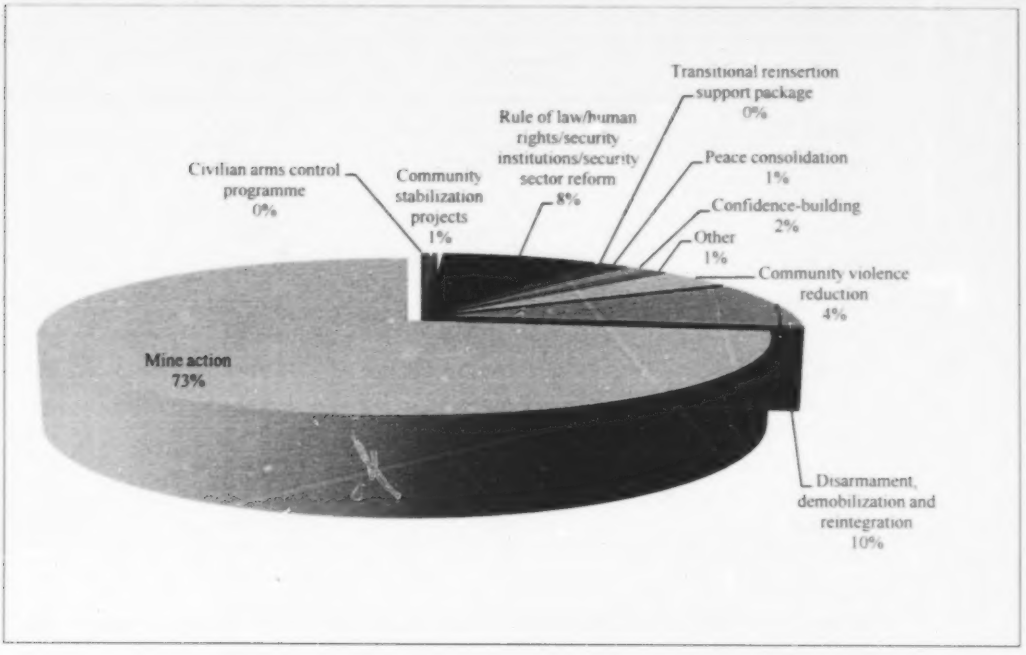
(Thousands of United States dollars)

Mission	*Mine-action activities*	*Other activities*[a]	*Total*
MINURSO	3 265.2	–	3 265.2
MINUSCA	10 100.0	18 043.1	28 143.1
MINUSMA	55 000.0	16 941.0	71 941.0
MINUSTAH	–	9 435.5	9 435.5
MONUSCO	2 834.1	11 726.0	14 560.1
UNAMID	8 246.5	2 900.0	11 146.5
UNFICYP	1 768.1	–	1 768.1
UNIFIL	1 426.3	–	1 426.3
UNISFA	17 212.9	–	17 212.9
UNMIK	–	2 367.1	2 367.1
UNMIL	–	7 000.0	7 000.0
UNMISS	42 823.4	1 867.7	44 691.1
UNSOS	40 400.0	–	40 400.0
Total	**183 076.5**	**70 280.4**	**253 356.9**

[a] Includes activities in relation to disarmament, demobilization and reintegration, community violence reduction, the civilian arms control programme, community stabilization projects, the rule of law, human rights, security institutions, security sector reform, the transitional reinsertion support package, peace consolidation and confidence-building.

Figure XVI

Percentage share of total proposed resource requirements for peacekeeping operations, by programmatic activity type for the 2017/18 period


Transitional reinsertion support package 0%
Rule of law/human rights/security institutions/security sector reform 8%
Civilian arms control programme 0%
Community stabilization projects 1%
Peace consolidation 1%
Confidence-building 2%
Other 1%
Community violence reduction 4%
Mine action 73%
Disarmament, demobilization and reintegration 10%

Mine-action activities

192. In the 2017/18 period, mine-action components will continue to support the implementation of mine-action mandated activities in peacekeeping operations. UNMAS will notably continue to support MINUSMA and AMISOM, through UNSOS, with strategic advice to mission leadership, the provision of embedded planning and operations advisers, technical mentors and trainers, and specialized targeted support for decontamination. Proposed resource requirements for the 2017/18 period amount to $183.1 million. Table 17 below provides a summary of proposed resources for planned demining activities by mission in the 2017/18 period. Figure XVII below illustrates the categories of planned mine-action activities in missions. Annex VII provides details on planned expenditures for mine-action activities for the 2016/17 and 2017/18 periods in peacekeeping operations.

Table 17

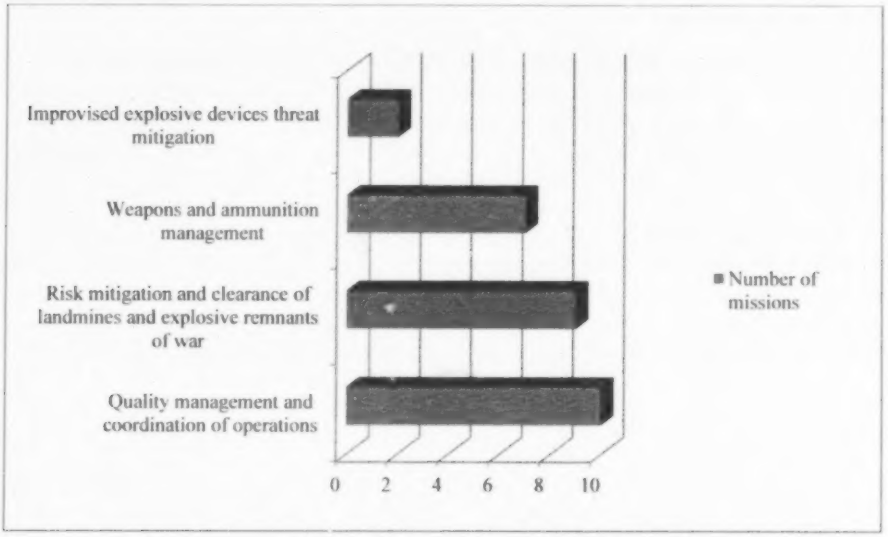
Summary of proposed resources for planned mine-action activities included in the budgets for peacekeeping operations for the 2017/18 period, by mission

(Thousands of United States dollars)

	Approved resources for 2016/17	*Planned resources for 2017/18*	*Variance*
MINURSO	3 264.6	3 265.2	0.6
MINUSCA	10 100.0	10 100.0	–
MINUSMA	55 000.0	55 000.0	–
MONUSCO	2 834.1	2 834.1	–
UNAMID	8 246.5	8 246.5	–
UNFICYP	1 949.4	1 768.1	(181.3)
UNIFIL	1 500.1	1 426.3	(73.8)
UNISFA	20 293.1	17 212.9	(3 080.2)
UNMISS	40 731.9	42 823.4	2 091.5
UNOCI	2 500.0	–	(2 500.0)
UNSOS	48 900.0	40 400.0	(8 500.0)
Total	**195 319.7**	**183 076.5**	**(12 243.2)**

Figure XVII

Summary of planned mine-action activities in peacekeeping operations for the 2017/18 period

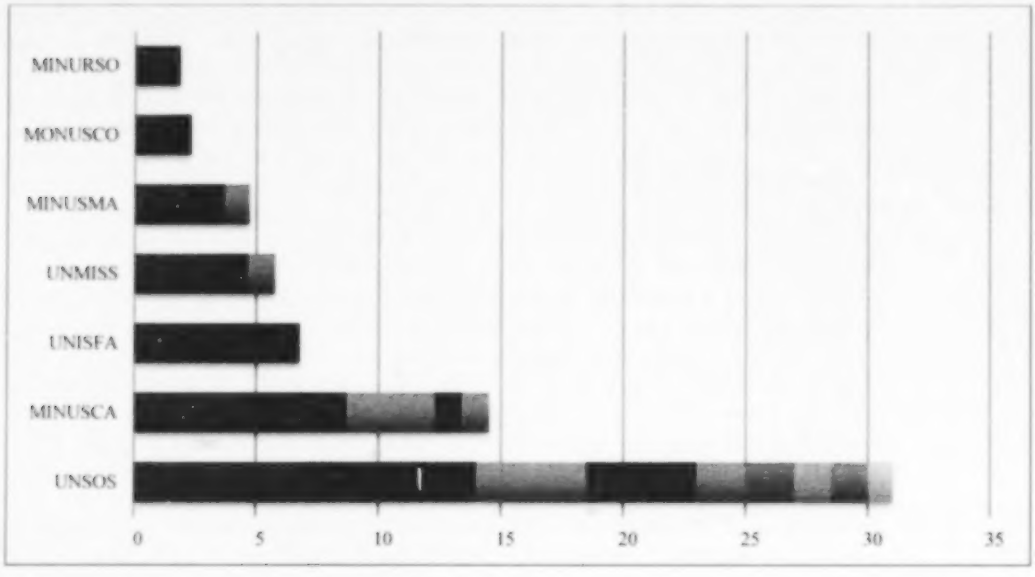


Construction projects

193. In the 2017/18 period, construction projects with a cost of over $1 million will be carried out in MINURSO, MINUSMA, MINUSCA, UNMISS and UNSOS. In MINUSCA, some construction projects that were started in the 2016/17 period will continue in 2017/18, and new ones will begin as the mission continues to establish its facilities, in particular the accommodations and office space in Bangui and the sectors for its personnel, with local hardwall construction using local labour and materials where possible in consideration of the benefits for the local community and economy and as a means to promote peaceful coexistence and the stabilization of a fragile peace under the new Government. UNSOS will continue to provide support to AMISOM through sector headquarters, battalion headquarters and major locations. UNSOS will continue to upgrade existing facilities and commence the construction of new accommodation for UNSOS, UNSOM and AMISOM staff in Somalia, as well as at the Mombasa logistics base and sector camps. The completion of the ongoing construction projects in MINUSMA necessitates the provision of prefabricated structures to finalize the vertical construction in various super and minor camps, to make them fully operational and reach the required standard of security and living conditions. In the 2017/18 period, MINUSMA will also complete the camp extension projects initiated in Gao, Kidal, Mopti and Timbuktu during the 2016/17 period as a result of the additional deployment of personnel to MINUSMA. UNMISS is planning to upgrade internal camp roads in Bentiu, Malakal and Bor, the maintenance of airstrip runways in Malakal, Rumbek and Kuajok and the replacement of 45 prefabricated ablutions with hardwall structures. MINURSO is planning to drill deep boreholes in six team sites east and west of the berm to have a sustainable source of water controlled solely by the Mission to eliminate the risk of dependency on others or suppliers. Figure XVIII below provides an illustration of construction projects with a cost of over $1 million in peacekeeping missions in the 2017/18 period.

Figure XVIII
Proposed construction projects with an estimated cost of over $1 million in the 2017/18 period

(Thousands of United States dollars)



Air operations

194. The Air Transportation Section of the Department of Field Support expects to improve the overall responsiveness, efficiency and effectiveness of air operations in peacekeeping operations and to achieve economies of scale and cost savings without compromising the quality of services. Several actions have been initiated, including the sharing of regional strategic air assets between missions as a means of improving aircraft utilization. In order to improve the efficiency and effectiveness of air transport operations, various efforts and initiatives have been undertaken, including issuing clear guidance to field missions in order to improve their budget projections by incorporating the results of the trend and historical analysis; regularly conduct a review of the existing fleet in order to identify gaps and achieve optimum fleet composition; and make use of shared regional air assets and standby contracts for ad hoc requirements. Missions have been sharing the results of the trend and historical analysis as an ongoing effort to improve the utilization of air assets (see annex VIII for details on cargo utilization and the number of passengers moved from January to December 2016). Other initiatives included increased use of requests for proposal, use of the satellite tracking system to monitor United Nations aircraft on a 24/7 basis and the implementation of the aviation information management system to improve the visualization and reporting of aviation data. Furthermore, the newly revised Department of Field Support Aviation Manual is currently undergoing a final review. The manual, inter alia, clarifies the functions, roles and responsibilities of the Air Transportation Section, the Strategic Air Operations Centre, the Transportation and Movements Integrated Control Centre

and the Mission Aviation offices, which is expected to contribute to the improvement of the overall coordination among these entities and the utilization of air assets.

Aviation information management system

195. In its resolution 70/286 (para. 39), the General Assembly noted that the continued implementation of the aviation information management system should help air operations planning, management and oversight, and requested the Secretary-General to provide details on the realized benefits of the system. By the third quarter of 2016, the implementation of the aviation information management system had been completed in all planned missions (MONUSCO, UNMISS, UNISFA, UNMIL, MINUSCA, UNFICYP, MINUSTAH, UNAMID, UNIFIL, UNSOS, MINURSO, UNAMI, UNOWA, UNAMA, UNOCI, UNSMIL and MINUSMA). During the same period, a board was formed to provide strategic guidance and to track progress in the implementation of the system. The board met at regular intervals and paved the way for future development. A workshop was also held at the Global Service Centre for the users of the system. During the last quarter of 2016, training was held at Headquarters for current and future users.

196. The system is currently being tested in different missions and any technical difficulties and glitches encountered in the process are being fixed. Once fully functional, the aviation information management system will streamline and consolidate the data collection, monthly aviation reports and related core business processes and greatly enhance the analytical, budgetary and cost-efficiency capabilities of the Air Transportation Section, the Strategic Air Operations Centre and the Mission Aviation offices in areas ranging from initial requests for aircraft in support of the missions and associated scheduling of air assets to budget creation and associated contract management and invoicing workflows. In addition, it is equipped to handle basic crew management functionalities, as well as the distribution of insurance costs and the overlaying of the schedule on geospatial information service maps, which provide the tools essential for the effective management of air operations.

197. In terms of process improvement, missions are planning their weekly and daily schedules through the aviation information management system. This system is replacing locally developed systems and tools, and it is envisioned that the aviation information management system will have replaced most if not all locally developed systems and tools by June 2017. At United Nations Headquarters, the system is very close to full automation regarding the invoice payment/service validation process. Similarly, the handling of service entry sheets processing is expected to be moved from the aviation information management system to Umoja by the end of the first quarter of 2017. Following reports from the missions on the progress and full functionality of the aviation information management system, the Department of Field Support expects to have a comprehensive picture by the end of the 2016/17 period.

Assessment of the role of the Air Transportation Section, the Strategic Air Operations Centre and the Transportation and Movements Integrated Control Centre

198. In its resolution 70/286 (para. 38), the General Assembly requested the Secretary-General to expedite the completion of the assessment of the roles and responsibilities of the Air Transportation Section, the Strategic Air Operations Centre and the Transportation and Movements Integrated Control Centre and to make comprehensive proposals thereon.

199. The primary role of the Air Transportation Section is to provide strategic guidance to the field missions and to develop policies related to the safe, effective and efficient management of United Nations aviation resources. The Air Transportation Section also provides guidance to the field missions to optimize the aviation resources through various initiatives. The role of the Strategic Air Operations Centre is to make strategic and out-of-mission flights efficient, cost-effective and responsive to operational needs by taking into account the unique mandates, complexities, specificities and operational conditions of each mission. Similarly, the role of the Transportation and Movements Integrated Control Centre (Air Mode) is responsible for the integration and coordination of regional troop and cargo movements, as well as the implementation of the integrated regional flights in the East African region. An assessment of the role of the three entities is currently under way, and a comprehensive proposal will be submitted upon its completion, which is expected in the third quarter of 2017.

200. In the past few years, the number of commercial and military unmanned aerial systems has increased rapidly in support of field missions. Unmanned aerial systems are acquired through competitive bidding processes and letters of assist, while following the United Nations Financial Regulations and Rules. These systems make it possible to provide 24/7 surveillance, monitoring and continued force protection in order to enhance and improve the safety and security of personnel and mission activities. The Organization has limited experience in the operation of unmanned aerial systems and had its first real exposure in that regard with the pilot unmanned aerial system acquisition and operations in MONUSCO. In order to improve utilization and efficiencies, many lessons learned were drawn from the MONUSCO pilot exercise and applied towards current and future unmanned aerial system acquisitions and operations. Furthermore, a review of the unmanned aerial system operations is conducted regularly to evaluate performance and efficiencies in order to achieve optimum utilization and cost-effectiveness.

XIII. Budget performance for the period from 1 July 2015 to 30 June 2016

201. As shown in table 18 below, the total approved budget for the period from 1 July 2015 to 30 June 2016 amounted to $8.30 billion, inclusive of the support account and the Global Service Centre and exclusive of budgeted voluntary contributions in kind. The related expenditure amounted to $8.02 billion, resulting in an overall unencumbered balance of $0.28 billion.

Table 18
Financial resource performance for the period 2015/16 by mission
(Thousands of United States dollars. Budget year is from 1 July 2015 to 30 June 2016.)

Peacekeeping component	*Apportionment*	*Expenditure*	*Variance*	
			Amount	*Percentage*
MINURSO	51 118.3	50 148.3	970.0	1.9
MINUSCA	839 644.5	826 031.0	13 613.5	1.6
MINUSMA	923 305.8	923 193.8	112.0	0.0
MINUSTAH	380 355.7	355 005.1	25 350.6	6.7
MONUSCO	1 330 739.3	1 309 487.6	21 251.7	1.6
UNAMID	1 102 164.7	1 044 116.2	58 048.5	5.3
UNDOF	51 706.2	51 067.7	638.5	1.2
UNFICYP	52 538.5	49 490.9	3 047.6	5.8
UNIFIL	506 346.4	481 411.8	24 934.6	4.9
UNISFA	268 256.7	265 625.8	2 630.9	1.0
UNMIK	40 031.0	39 304.8	726.2	1.8
UNMIL	344 659.4	313 252.1	31 407.3	9.1
UNMISS	1 085 769.2	1 039 770.2	45 999.0	4.2
UNOCI	402 794.3	354 114.0	48 680.3	12.1
UNSOS	513 428.3	512 341.4	1 086.9	0.2
Subtotal, missions	**7 892 858.3**	**7 614 360.7**	**278 497.8**	**3.5**
Global Service Centre	67 157.0	67 098.8	58.2	0.1
Support account	336 495.8	335 884.5	611.3	0.2
Subtotal	**8 296 511.1**	**8 017 344.0**	**279 167.1**	**3.4**
Voluntary contributions in kind (budgeted)	4 632.1	2 831.1	1 801.0	38.9
Total requirements	**8 301 143.2**	**8 020 175.1**	**280 968.1**	**3.4**

202. The overall budget implementation rate in the 2015/16 period was 96.6 per cent, compared with 96.7 per cent for the 2014/15 period. The unencumbered balance of $0.28 billion principally reflects underexpenditure for: (a) operational costs in UNAMID, mainly owing to non-deployment of four military utility helicopters and lower-than-budgeted prices for petrol, oil and lubricants; (b) UNOCI, owing to reduced requirements with respect to military and police personnel and civilian personnel as well as operational costs as a result of the gradual drawdown of the mission; (c) UNMISS, attributable mainly to reduced requirements for military and police personnel owing primarily to higher deductions for non-deployment, delayed deployment or deployment of non-functional contingent-owned equipment; (d) UNMIL, attributable mainly to the higher actual average vacancy rates compared with budgeted vacancy rates in respect of military and police personnel as a result of the faster-than-planned drawdown of the Mission; (e) MINUSTAH, attributable mainly to reduced requirements for civilian

personnel resulting from the higher actual average vacancy rate for civilian staff and reduced requirements for operational costs resulting from the closure of three camps and two regional offices, the postponement of the elections process and the ongoing consolidation activities in the Mission; (f) UNIFIL, attributable mainly to reduced requirements for military contingents owing to a higher actual average vacancy rate and reduced requirements for travel on rotation and reduced requirements for civilian personnel owing to lower-than-planned common staff costs and a higher-than-anticipated vacancy rate for national staff; and (g) MONUSCO, attributable mainly to reduced requirements with respect to military and police personnel owing primarily to a reduction in the cost of rations, higher actual vacancy rates for military contingents and formed police units, higher deductions for non-deployment, delayed deployment or deployment of non-functional contingent-owned major equipment and reduced requirements for civilian personnel attributable mainly to higher actual vacancy rates than approved for international staff.

203. During the reporting period, a number of Security Council decisions had a significant impact on the mandates of peacekeeping operations, in particular: the increased authorized strength of the troop, police and corrections personnel of MINUSCA (resolutions 2212 (2015) and 2264 (2016)); the expansion of UNSOA, as the Council decided that UNSOA should bear the name of the United Nations Support Office in Somalia (UNSOS) and provide support to AMISOM, UNSOM and the Somali National Army on joint operations with AMISOM and expanded the logistical support package (resolution 2245 (2015)); the increased authorized strength of uniformed personnel of UNMISS, the deployment of Government-provided personnel and the change in mandate to include provision of support to the implementation of the Peace Agreement (resolution 2252 (2015)); and in MINUSMA, a move to a more robust posture in carrying out its mandate pursuant to the request by the Council (resolution 2295 (2016)).

XIV. Action to be taken by the General Assembly

204. **The General Assembly is requested to take note of the present report.**

Annex I

Decisions and requests made by the General Assembly in its resolution 70/286 of 17 June 2016 on the administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues

Reference	*Requests to the Secretary-General and/or decisions*	*Reporting mode, if applicable, for seventy-first session*
Paragraph 7	Recalls its resolution 70/6 of 3 November 2015, takes note of the report of the High-level Independent Panel on Peace Operations (A/70/95-S/2015/446) and the report of the Secretary-General entitled "The future of United Nations peace operations: implementation of the recommendations of the High-level Independent Panel on Peace Operations" (A/70/357-S/2015/682), and requests the Secretary-General to include relevant information in the context of the next overview report, recalling paragraph 6 of the present resolution, in accordance with established procedures and the respective purview of the relevant Main Committees of the General Assembly	Paras. 6-8 and annex XII
Section I	**Budget presentation and financial management**	
Paragraph 12	Welcomes the new format for the presentation of the report of the Secretary-General on the overview of the financing of the United Nations peacekeeping operations, encourages further positive developments in this regard, and reiterates its request that he ensure that budget data is provided in tabular, editable format, in order to enhance the transparency of the budget document	The presentation of the report and the individual mission budgets reflects the request made by the General Assembly
Paragraph 14	Also stresses the importance of further steps by the Secretary-General towards improving budget presentations and making more accurate forecasts	The presentation of the report and the individual mission budgets reflects the request made by the General Assembly
Paragraph 15	Requests the Secretary-General to ensure that the results-based budget framework adequately permits consideration of each mission's progress towards achieving mandated tasks and its effective use of resources, with full regard to accountability and the changing mandate of the mission	Paras. 82 and 136 and individual mission budgets

Reference	*Requests to the Secretary-General and/or decisions*	*Reporting mode, if applicable, for seventy-first session*
Paragraph 16	Also requests the Secretary-General to report on those improvements that have been made in the budget preparation and presentation as a result of the implementation of Umoja and the International Public Sector Accounting Standards in the next overview report	Paras. 131-137
Section II	**Personnel issues**	
Paragraph 20	Requests the Secretary-General to improve the ratio of substantive to support staff, with particular attention to the feasibility of nationalizing functions, especially Field Service level functions, to ensure that the civilian staffing structure is appropriate for the effective implementation of the current mission mandate and that it reflects staffing best practices across other missions	Paras. 95-97
Paragraph 21	Stresses the importance of leadership development at all staff levels, regular performance management for senior leadership and strengthened accountability, and requests the Secretary-General to continue efforts in this regard and to report on these activities in the context of the next report on the overview of the financing of the United Nations peacekeeping operations	Paras. 31-33
Paragraph 22	Urges the Secretary-General to make every effort to reduce the recruitment lead time for staff in field missions, taking into account the relevant provisions governing recruitment of United Nations staff, to enhance the transparency of the staffing process at all stages and to report on the steps taken and results achieved in the context of the next overview report	Paras. 171 and 172
Paragraph 23	Requests the Secretary-General to intensify his efforts to ensure proper representation of troop-contributing countries in the Department of Peacekeeping Operations and the Department of Field Support, taking into account their contribution to United Nations peacekeeping, and to report thereon in the context of his next overview report	Paras. 177-179
Paragraph 24	Welcomes the continued efforts of the Secretary-General to mainstream gender perspectives in United Nations peacekeeping, and requests the Secretary-General to ensure that senior gender advisers in all United Nations peacekeeping operations report directly to mission leadership	Paras. 27-30

Reference	Requests to the Secretary-General and/or decisions	Reporting mode, if applicable, for seventy-first session
Paragraph 25	Recognizes the role of women in all aspects of peace and security issues, expresses concern about the gender imbalance in the staffing of peacekeeping operations, particularly at senior levels, requests the Secretary-General to intensify efforts to recruit and retain women in peacekeeping operations, in particular to appoint women to senior United Nations leadership positions, with full respect for the principle of equitable geographical distribution, in conformity with Article 101 of the Charter of the United Nations, considering, in particular, women from troop- and police-contributing countries, and strongly encourages Member States, where applicable, to identify and regularly submit more women candidates for appointment to positions in the United Nations system	Paras. 32 and 176
Paragraph 27	Requests the Secretary-General to report on measures taken to expand the participation of women in peacekeeping operations and make further recommendations to increase the number of uniformed and civilian women in peacekeeping operations, taking into account facilities and services to facilitate their deployment, in the context of the next overview report	Paras. 27-30, 58 and 176
Paragraph 28	Recalls paragraph 14 of section II of its resolution 63/250 of 24 December 2008 and paragraph 107 of the report of the Advisory Committee, and in this regard requests the Secretary-General, in the context of the next report on human resources management, to provide detailed analysis of the financial implications and justification for the proposed expansion of the maximum duration of temporary duty assignments to meet requirements directly linked to a mission start-up or expansion owing to a crisis situation, and also requests the Secretary-General, in the context of the next overview report, to provide the same detailed analysis, with financial implications and justification, of the extension of the duration of the engagement of retired staff	See the report of the Secretary-General on the overview of human resources management reform: towards a global, dynamic, adaptable and engaged workforce for the United Nations, contained in document A/71/323

Reference	*Requests to the Secretary-General and or decisions*	*Reporting mode, if applicable, for seventy-first session*
Paragraph 30	Expresses deep concern about delays in the settlement of claims in respect of death and disability, and requests the Secretary-General to take urgent measures to eliminate the existing backlog of death and disability claims pending for more than three months and to report on the progress made to the General Assembly at its seventy-first session	See annex VI The Secretariat makes every effort to settle death and disability compensation claims as expeditiously as possible and within 90 days of receipt of the claims with all necessary documentation. Some death claims may remain pending until the outcome of a board of inquiry that assists in the determination that the incident was mission-related and not caused by gross negligence or wilful misconduct
Section III	**Operational requirements**	
Paragraph 31	Requests the Secretary-General to continue his efforts to reduce the overall environmental footprint of each peacekeeping mission, including by implementing environmentally friendly waste management and power generation systems, in full compliance with the relevant rules and regulations, including, but not limited to, the United Nations environmental and waste management policy and procedures	Paras. 63-68
Paragraph 32	Recognizes the increasing demands and challenges of the volatile work environment faced in peacekeeping operations, and requests the Secretary-General to strengthen capacity and standards with regard to the 10-1-2 casualty response, including capacity-building, training and education, and to continue to develop innovative solutions in this regard	Paras. 47-49
Paragraph 33	Also recognizes the use of new, innovative techniques, including the use of animals, in particular rats and dogs, for the detection of mines, explosives and weapons in some parts of the world, and requests the Secretary-General to report on the possible application of such techniques for demining activities in peacekeeping operations in the context of the next report on the overview of the financing of the United Nations peacekeeping operations	Para. 62

Reference	*Requests to the Secretary-General and or decisions*	*Reporting mode, if applicable, for seventy-first session*
Paragraph 34	Further recognizes the contribution of unmanned aerial systems to mandate delivery, including situational awareness and the enhanced safety and security of peacekeepers, and stresses the need to address challenges facing the deployment and utilization of such systems in individual peacekeeping missions	Paras. 89 and 90
Paragraph 35	Requests the Secretary-General to ensure the security of information and communications in missions, including those gathered from the use of unmanned aerial systems, as a matter of priority	Paras. 89, 90, 128 and 200
Paragraph 36	Recalls paragraph 39 of its resolution 69/307 and paragraphs 136 to 138 of the report of the Advisory Committee, reaffirms its request to the Secretary-General to ensure consistency, transparency and cost-efficiency in the budgeting for unmanned aerial systems in individual peacekeeping operation budget proposals in this regard, including by presenting expected accomplishments and indicators of achievement, as well as information on outputs, as appropriate, in the context of the results-based budget framework, and also reaffirms its request to the Secretary-General to include comprehensive information, including on lessons learned from the utilization of unmanned aerial systems in United Nations peacekeeping operations, in his next overview report	Para. 128
Paragraph 37	Also recalls paragraph 40 of its resolution 69/307, requests the Secretary-General to report, in the context of the next overview report, on the efforts undertaken to ensure that the procurement of unmanned aerial systems from commercial providers complies with the United Nations Procurement Manual, and recalls its requests to the Secretary-General that he ensure that reimbursement of such systems provided by troop-contributing countries is consistent with the framework set out in the Contingent-Owned Equipment Manual, and to submit to the next Working Group on Contingent-Owned Equipment an issue paper to clarify the current reimbursement arrangements for unmanned aerial systems provided by troop-contributing countries	A proposal to add unmanned aerial systems to the list of major equipment deployed in the Contingent-Owned Equipment Manual was included in the report of the Working Group on Contingent-Owned Equipment, which is currently being finalized. The purpose of the proposal is to reduce the lengthy administrative procedure associated with negotiating this equipment as a special case, which adversely impacts the deployment and/or finalization of memorandums of understanding

Reference	*Requests to the Secretary-General and or decisions*	*Reporting mode, if applicable, for seventy-first session*
Paragraph 38	Requests the Secretary-General to expedite the completion of the assessment of the roles and responsibilities of the Air Transportation Section, the Strategic Air Operations Centre and the Transportation and Movements Integrated Control Centre and to make comprehensive proposals thereon in the context of the next overview report	Paras. 198 and 199
Paragraph 39	Notes that the continued implementation of the aviation information management system should help air operations planning, management and oversight, and requests the Secretary-General to provide details on the realized benefits of this system in the next overview report	Paras. 195-197
Paragraph 40	Requests the Secretary-General to continue to review and optimize the composition of mission vehicle fleets and ensure that the vehicles are fit for purpose, and to submit a cost-benefit analysis outlining, inter alia, the type, quality, efficiency, maintenance cost and environmental impact of vehicle adjustments in the context of the next overview report	The Administration continues to review and optimize the composition of mission vehicle fleets. In that regard, in addition to the yearly review of mission light passenger vehicles during the budget review process and the continuous monitoring of vehicle acquisition by field missions throughout the year, all missions were directed to conduct an in-depth analysis of needs based on data supported by operational requirements, with the aim of further streamlining the holding of light passenger vehicles by field missions. Following a review of initial feedback from the missions, the Department of Field Support is in the process of sending follow-up guidance to the missions urging them to expeditiously complete the analysis with particular focus on investigating, without compromising operational needs, where smaller, more fuel/cost-efficient vehicles can be used in lieu of standard 4X4 vehicles, while ensuring that the vehicles are fit for purpose. The Department of Field Support is expecting to have applicable systems contracts in place by July-August 2017 to facilitate the transition. The Administration envisages that the comprehensive needs analysis based on operational requirements and possible replacement of new acquisitions with fuel-efficient vehicles, where applicable, will result in cost-avoidance while ensuring that the vehicles are fit for purpose; specific data, however, are not currently available

Reference	*Requests to the Secretary-General and or decisions*	*Reporting mode, if applicable, for seventy-first session*
Paragraph 41	Also requests the Secretary-General to continue his efforts to ensure that accommodation provided by the United Nations for uniformed and civilian personnel serving in peacekeeping operations meets the relevant United Nations standards and to report thereon at the second part of its resumed seventy-first session	As guided by the General Assembly, the Department of Field Support continues its efforts to ensure that the accommodation provided by the United Nations for uniformed and civilian personnel serving in peacekeeping operations meets the relevant United Nations standards. Since the 2016 report on accommodation status (see A/70/749, para. 136), the Department of Field Support has undertaken a review of accommodation standards and is taking actions that encompass both immediate short-term measures to improve troop accommodation and the development of longer-term solutions. In that regard, the Department of Field Support has developed an issue paper in preparation for the 2017 Working Group on Contingent-Owned Equipment proposing a revision of accommodation definitions and standards focusing on the provision of high-quality adaptable accommodation solutions, allowing for greater mobility and responsiveness in the field while ensuring acceptable living conditions for both short-term and long-term deployments. The standards will be presented to the Member States for review and guidance in the report of the Working Group on Contingent-Owned Equipment
Paragraph 42	Further requests the Secretary-General to present in individual mission budget proposals a clear vision of the annual construction requirements by ensuring, as appropriate, multi-year plans and to continue his efforts to enhance the accuracy of budgeting, by improving aspects of project planning, management and oversight, with due consideration of operational circumstances on the ground, and to closely monitor the execution of works to ensure their timely completion	Mission budget proposals present consolidated requirements for construction. For multi-year projects, only annual requirements are included in the budgets for the 2017/18 period
Paragraph 43	Requests the Secretary-General to strengthen oversight and internal controls in the areas of procurement and asset management across peacekeeping missions, including by holding a named official in mission management accountable for checking stock levels before undertaking any acquisition activity in order to ensure compliance with established asset	Revised guidance on global asset management was issued by the Department of Field Support, with the Global Service Centre playing a clearing house role

Reference	*Requests to the Secretary-General and or decisions*	*Reporting mode, if applicable, for seventy-first session*
	management policies, taking into account the current and future needs of the mission and the importance of the full implementation of the International Public Sector Accounting Standards	
Paragraph 44	Recalls paragraphs 16 and 18 of its resolution 69/273 of 2 April 2015, and in this regard reiterates its requests to the Secretary-General that he continue to explore additional innovative ways to promote procurement from developing countries and countries with economies in transition at Headquarters and field offices and to encourage interested local vendors to apply for registration on the Secretariat vendor roster, with a view to broadening its geographical base	Efforts continue at Headquarters and in the field to increase the number of local vendors from developing countries and countries with economies in transition who are registered to do business with the United Nations. In addition, efforts continue to promote procurement from developing countries to the degree possible, in compliance with the United Nations Procurement Manual. Such efforts include the convening of local business seminars on how to do business with the United Nations and how to assist vendors in registering locally
Paragraph 45	Encourages the Secretary-General to utilize local materials, capacity and knowledge in the implementation of construction projects for peacekeeping operations, in compliance with the United Nations Procurement Manual	Efforts continue to utilize local materials, capacity and knowledge in the implementation of construction projects for peacekeeping operations to the degree possible, in compliance with the United Nations Procurement Manual. This includes ensuring the fairness, integrity and transparency of the procurement process
Paragraph 46	Requests the Secretary-General to make full use of the Regional Procurement Office in Entebbe, Uganda, for procurement in the field	The Regional Procurement Office will continue to support peacekeeping missions within the region by providing procurement services, guidelines and training accordingly and assistance at start-up and expansion
Paragraph 47	Recalls paragraph 38 of its resolution 69/307, and requests the Secretary-General to continue to consider measures to be implemented to strengthen the security of air crews working under contracts with the United Nations, including confirming that the appropriate lines of responsibility for the handling of related security aspects are in place, and to report thereon in the context of the next overview report	The Aviation Safety Section revised and published the Aviation Policy in May 2016, implementing the Aviation Risk Management Policy and Guidelines of the Departments of Peacekeeping Operations and Field Support. Integrated threat assessments and related risk-mitigating actions allow for informed decisions. The final authority to commence a flight into a risk area rests with the respective air operator and, through delegated authority, with the respective pilot in command. United Nations Security provides flight crew members in applicable missions updated security

Reference	*Requests to the Secretary-General and or decisions*	*Reporting mode, if applicable, for seventy-first session*
		briefings upon arrival. Generally, air carriers are contractually responsible for arranging their own accommodation. However, in high-risk locations, accommodations inside United Nations camps and military armed escorts from the accommodation to the airport and back are provided to air crew members, as necessary
Paragraph 48	Notes the dangerous environments in which peacekeeping operations are deployed, encourages the Secretary-General, further to the existing strategy, to continue to take additional measures, including improving situational awareness and using integrated technology, to ensure the safety and security of all personnel participating in operations under the auspices of the United Nations and to report on the progress made in this regard in the context of future overview reports	Paras. 16 and 50-52
Paragraph 49	Recalls paragraph 98 of the report of the Advisory Committee, which highlights the need to improve the transparency of the various technology projects, whether in a pilot phase or under implementation, and requests the Secretary-General to include, in the next overview report, comprehensive information relating to the advancement of technology projects across peacekeeping operations, including a cost-benefit analysis	Paras. 50-52
Paragraph 50	Also recalls paragraphs 79 and 80 of the report of the Advisory Committee, and requests the Secretary-General to provide qualitative and quantitative information on the efficiency gains resulting from reform initiatives, including Umoja and the International Public Sector Accounting Standards, in the context of the next overview report	Paras. 122-127 and 143-147 The Department of Field Support will take a shared services approach to Umoja benefits realization, using the Regional Service Centre in Entebbe, Uganda, and the Kuwait Joint Support Office as examples. In addition to streamlining transactional services, the Department of Field Support also expects Umoja implementation to result in improved business outcomes, modernization/elimination of legacy systems and greater reductions in losses. It is expected that the designated process owners will provide additional input and detail on the way forward in that regard

Reference	*Requests to the Secretary-General and or decisions*	*Reporting mode, if applicable, for seventy-first session*
Paragraph 51	Notes ongoing efforts to ensure that both business continuity plans and disaster recovery plans are in place in all peacekeeping missions within a defined time frame, and requests the Secretary-General to continue to implement network intrusion detection and incident management software covering all missions and to continue to undertake information security awareness efforts in all missions and departments	The Information and Communications Technology Division in the Department of Field Support and the Office of Information and Communications Technology (OICT) in the Department of Management have deployed a network intrusion detection system in the Global Service Centre, which is being closely monitored. iNeed is utilized as the Department of Field Support information and communications technology incident management software. In addition, the Information and Communications Division collaborated with OICT to develop and deploy an information security awareness programme to all missions
Paragraph 52	*Recalls* paragraph 102 of the report of the Advisory Committee, and requests the Secretary-General to submit a comprehensive report on the implementation to date of the O3b pilot project, along with a thorough cost-benefit analysis and business case for future proposals, in the next overview report	Paras. 180-190
Paragraph 55	Recognizes the important role played by quick-impact projects in supporting the implementation of mission mandates, stresses the need for the timely, responsible and accountable implementation of all planned projects, and requests the Secretary-General to enhance the impact of these projects while addressing underlying challenges	Quick-impact projects constitute an essential tool to build confidence in the mission, its mandate and the peace process. The Secretariat has therefore taken a number of steps to ensure timely, responsible and accountable implementation of quick-impact projects across peacekeeping operations In accordance with the 2013 policy on quick-impact projects and the related 2011 guidelines, field missions have established dedicated project management teams and are implementing good practices for the identification of reliable implementing partners and the documentation of project selection procedures. Missions have taken measures to assess non-completion risks and to monitor the implementation of quick-impact projects. Furthermore, missions have developed internal evaluation mechanisms and are actively exploring options for external evaluations. Annex X provides information on resources for quick-impact projects in peacekeeping missions in the 2017/18 period The Departments of Peacekeeping Operations and Field Support are currently reviewing the policy and

Reference	*Requests to the Secretary-General and or decisions*	*Reporting mode, if applicable, for seventy-first session*
		guidelines documents. The review process will address challenges related to implementation and impact measurement
Paragraph 57	Requests the Advisory Committee to request the Board of Auditors to issue a compilation of lessons learned from the global field support strategy for publication on the website of the Board	See the information provided by the Board of Auditors
Paragraph 59	Also stresses the importance of thorough, responsive and advance planning for any mission transition process, in full coordination with all United Nations system entities, relevant regional organizations and the host Government, to ensure a timely, efficient and effective transfer of essential roles and responsibilities when responding to changes in the mandate	Paras. 15, 24-26 and 95-97 Over the past three years, since the introduction of the Policy on United Nations Transitions in the Context of Mission Drawdown and Withdrawal, a significant change in organizational practice related to transition processes has been observed In Côte d'Ivoire, for instance, UNOCI and the United Nations country team engaged in comprehensive and coordinated transition planning efforts to ensure the gradual and responsible drawdown of UNOCI, while at the same time reconfiguring and capacitating remaining United Nations actors in a way that allows them to consolidate previous gains by addressing residual peacebuilding challenges In Liberia, the full handover of security responsibilities was completed in June 2016. In preparation for the 2016 strategic assessment mission and as the transition process broadened to include civilian aspects, UNMIL established an integrated technical working group that identified peace consolidation priorities, articulated the expected outcomes for each priority and proposed partnerships. UNMIL and the United Nations country team are also collaborating on a number of joint programmes, including in the framework of the United Nations Development Assistance Framework, and are in the process of finalizing projects that will allow United Nations country team members to support mandate implementation by making assessed funding available to them

Reference	*Requests to the Secretary-General and or decisions*	*Reporting mode, if applicable, for seventy-first session*
		In Haiti, an integrated transition team was established under the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator to develop a transition strategy that outlines possible scenarios for the future United Nations configuration based on residual peacebuilding needs. It is also focusing on developing a proactive and coherent communication strategy and on how to mitigate the negative impact that the withdrawal of MINUSTAH might have on stability on the ground and on the ability of United Nations country team actors to operate in the post-mission phase. MINUSTAH and the United Nations Development Programme (UNDP) have developed a joint interim rule of law programme aimed at improving mandate delivery in the context of the Organization's transition on the ground In addition, the United Nations Secretariat and UNDP have initiated a project to ensure that transitions are planned and managed in a more efficient and effective manner. This three-year project (2014-2017) comprises the following pillars: (a) integrated operational support; (b) joint lessons learned; (c) integrated capacity-building activities; and (d) proactive and coherent engagement with Member States on transition issues
Paragraph 60	Recalls paragraphs 73 and 74 of the report of the Advisory Committee, as well as the relevant observations of the Board of Auditors, and requests the Secretary-General to ensure that efficiency efforts are properly implemented, overseen and assessed and that the results of such efforts are reported to the General Assembly in a transparent, consistent manner	Paras. 145-149
Paragraph 61	Requests the Secretary-General to ensure that any initiatives related to field support and service delivery improvements take into account lessons learned and best practices from other Secretariat initiatives so as to maximize benefits and avoid possible duplication and overlap	In progress. See the proposals contained in the report of the Secretary-General on the global service delivery model for the United Nations Secretariat contained in document A/71/417

Reference	*Requests to the Secretary-General and or decisions*	*Reporting mode, if applicable, for seventy-first session*
Paragraph 63	Requests the Secretary-General to ensure that Member States are provided with comprehensive and factual information to ensure that the benefits of the implementation of initiatives in the post-global field support strategy period are fully realized	In progress. See the proposals contained in the report of the Secretary-General on the global service delivery model for the United Nations Secretariat contained in document A/71/417
Paragraph 64	Also requests the Secretary-General to develop a cost-benefit analysis methodology, including benefits realization plans, that can be empirically verified to provide assurance regarding the benefits that have accrued or are expected to accrue as a result of the implementation of the global field support strategy and to provide follow-up information on this matter in the next overview report	In progress. Methodological guidance on conducting cost-benefits analyses, including the preparation of benefits realization plans, for future projects is currently being finalized and will be ready by the end of March 2017
Paragraph 65	Takes note of the progress in the implementation of the supply chain management project, and decides that any changes in the organizational structures, roles and functions of the Department of Field Support, the Global Service Centre, the Regional Service Centre in Entebbe, Uganda, and field missions attributed to this project shall be submitted to the General Assembly for its consideration and approval	See the budget for the support account for peacekeeping operations for the 2017/18 period, in which a comprehensive proposal for the reorganization of the Logistics Support Division is presented
Paragraph 66	Recalls paragraph 63 of its resolution 69/307, notes the need for further progress in developing the scalability model for the Regional Service Centre, reiterates its request that the Secretary-General develop scalability models for the support account for peacekeeping operations and the United Nations Logistics Base at Brindisi, Italy, and requests the Secretary-General to report thereon in the context of the next overview report	With respect to the United Nations Logistics Base at Brindisi, Italy/Global Service Centre, the scalability model will not be developed until after the current civilian staffing review is completed. With respect to the Regional Service Centre in Entebbe, a scalability model is currently under review and will address the requests of the Advisory Committee for applicability to service lines. However, the model will not be presented until after the 2017/18 requirements for the Regional Service Centre in Entebbe are defined
Paragraph 67	Also recalls paragraph 47 of the report of the Advisory Committee, and requests the Secretary-General to ensure that all scalability models take into account, inter alia, workload factors and efficiency gains	With respect to the United Nations Logistics Base at Brindisi/Global Service Centre, the scalability model will not be developed until after the current civilian staffing review is completed. With respect to the Regional Service Centre in Entebbe, a scalability model is currently under review and will address the requests of the Advisory Committee on Administrative and Budgetary Questions for applicability to service lines.

Reference	Requests to the Secretary-General and or decisions	Reporting mode, if applicable, for seventy-first session
		However, the model will not be presented until after the 2017/18 requirements for the Regional Service Centre in Entebbe are defined
Paragraph 68	Recognizes that the inclusion of programmatic funds in mission budgets on a case-by-case basis is intended to support the effective implementation of mandated tasks, and, in order to provide greater transparency, requests the Secretary-General to clearly and consistently present the cost of such activities when they are included in future mission budgets	Paras. 34-37, 128, 191 and annex X
Paragraph 69	Requests the Secretary-General to provide information on programmatic funding, including the scope, criteria, governance and accounting procedures, in the context of his next overview report	Paras. 34-37, 128, 191 and annex X
Section IV	**Special measures for protection from sexual exploitation and sexual abuse**	
Paragraph 70	Recalls the collective and unanimous position that one substantiated case of sexual exploitation and sexual abuse is one case too many, and requests the Secretary-General to ensure that all peacekeeping operations implement fully the United Nations policy of zero tolerance of sexual exploitation and sexual abuse in United Nations peacekeeping operations with regard to all civilian, military and police personnel	Paras. 69-74 See the report of the Secretary-General on combating sexual exploitation and abuse contained in document A/71/97
Paragraph 71	Welcomes the determination of the Secretary-General to fully implement the United Nations policy of zero tolerance of sexual exploitation and abuse, and requests the Secretary-General to report on the results achieved and challenges encountered in the next report	See the report of the Secretary-General on combating sexual exploitation and abuse contained in document A/71/97
Paragraph 72	Also welcomes the appointment of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse, and requests the Secretary-General to regularly update Member States on progress with respect to her mandate	See the report of the Secretary-General on combating sexual exploitation and abuse contained in document A/71/97
Paragraph 74	Reaffirms that all categories of personnel in United Nations peacekeeping operations must be held to the same standard of conduct so as to preserve the image, credibility, impartiality and integrity of the United Nations, and remains committed to	Paras. 69-74

Reference	Requests to the Secretary-General and or decisions	Reporting mode, if applicable, for seventy-first session
	further consideration of ways of ensuring managerial, command and individual accountability	
Paragraph 75	Highlights the importance of providing expeditious support to victims, notes with appreciation the establishment of the Trust Fund in Support of Victims of Sexual Exploitation and Abuse, recalls paragraph 59 of its resolution 65/289, and decides to approve the transfer of withheld payments in substantiated cases of sexual exploitation and abuse by civilian, military and police personnel to the Trust Fund	Paras. 69-74
Paragraph 76	Calls upon the Secretary-General to ensure coordination across United Nations entities at the country level in order for victims to receive immediate basic assistance and support in accordance with their individual needs arising from alleged sexual exploitation and abuse	See the report of the Secretary-General on combating sexual exploitation and abuse contained in document A/71/97
Paragraph 78	Reiterates the importance of further improving the collaboration between the Secretary-General and the troop- and police-contributing countries with regard to allegations of sexual exploitation and sexual abuse, emphasizing the need to maintain frequent exchange of information on all aspects related to sexual exploitation and abuse	Paras. 69-74 See the report of the Secretary-General on combating sexual exploitation and abuse contained in document A/71/97
Paragraph 79	Requests the Secretary-General to immediately inform the Member States concerned about allegations of sexual exploitation and abuse, of which United Nations entities may become aware, in missions operating under a Security Council mandate, and requests the Secretary-General to ensure that the Member States concerned receive all available information to allow for appropriate follow-up by their national authorities	Paras. 69-74 See the report of the Secretary-General on combating sexual exploitation and abuse contained in document A/71/97
Paragraph 80	Recognizes the risk factors linked to recent allegations of sexual exploitation and abuse, as identified by the Secretary-General in paragraph 25 of his latest report, including the rehatting of troops, the absence of predeployment training on standards of conduct, the excessive length of deployment for certain contingents, the living conditions of contingents, including lack of welfare and communication facilities to stay in contact with home, camps being situated in proximity to and not properly separated from the local population and lack of discipline	See the report of the Secretary-General on combating sexual exploitation and abuse contained in document A/71/97

Reference	*Requests to the Secretary-General and or decisions*	*Reporting mode, if applicable, for seventy-first session*
	among some contingents, and in this regard requests the Secretary-General to further analyse all risk factors, including those listed above, in his next report and to provide recommendations to mitigate those risks, taking into account the respective responsibilities of missions, the Secretariat and troop- and police-contributing countries	
Paragraph 81	Stresses the importance of training all personnel for the prevention of sexual exploitation and sexual abuse, as part of the predeployment training, as well as in mission training and awareness-raising programmes, and requests the Secretary-General to expedite the deployment of the e-learning programme	Para. 72 See the report of the Secretary-General on combating sexual exploitation and abuse contained in document A/71/97. Provisions for training are included in proposed budgets for peacekeeping missions for the 2017/18 period
Paragraph 82	Recalls paragraph 175 of the report of the Advisory Committee, and requests the Secretary-General to include in future reports information on allegations of sexual exploitation and abuse by non-United Nations forces operating under a Security Council mandate	See the report of the Secretary-General on combating sexual exploitation and abuse contained in document A/71/97
Paragraph 83	Requests the Secretary-General to use the reporting methodology and template, as contained in annex III to the latest report of the Secretary-General, for all United Nations uniformed and civilian personnel and non-United Nations forces operating under a Security Council mandate and to include information on the nature of the allegations using the reporting methodology and template, as contained in annex I to the same report	See the report of the Secretary-General on combating sexual exploitation and abuse contained in document A/71/97
Paragraph 84	Supports the intention of the Secretary-General to include, in the next report on measures for protection from sexual exploitation and sexual abuse, information on referrals for criminal accountability for substantiated allegations of sexual exploitation and abuse by civilian personnel and experts on mission and on any related actions taken by the United Nations or Member States concerned	See the report of the Secretary-General on combating sexual exploitation and abuse contained in document A/71/97
Paragraph 85	Recalls paragraph 48 of its resolution 69/307, requests that the report of an independent review on sexual exploitation and abuse by international peacekeeping forces in the Central African Republic be made available to the General Assembly, and looks forward to discussing the conclusions of the	See the report of the Secretary-General on combating sexual exploitation and abuse contained in document A/71/97, which addressed the recommendation of the External Independent Review Panel to review and assess the response of the United Nations to recent

Reference	*Requests to the Secretary-General and/or decisions*	*Reporting mode, if applicable, for seventy-first session*
	Secretary-General on that report no later than at the main part of its seventy-first session	allegations of sexual exploitation and sexual abuse, including in the Central African Republic, as well as a broad range of systemic issues related to how the United Nations responds to serious information of this kind, and the recommendations contained in Security Council resolution 2272 (2016)
Paragraph 86	Notes with concern the findings in the independent review, including on the flaws of the United Nations system response, and requests the Secretary-General to report on lessons learned and measures to improve the system-wide response to allegations of sexual exploitation and abuse and to uphold the highest standards of transparency, efficiency and accountability	See the report of the Secretary-General on combating sexual exploitation and abuse contained in document A/71/97, which addressed the recommendation of the External Independent Review Panel to review and assess the response of the United Nations to recent allegations of sexual exploitation and sexual abuse, including in the Central African Republic, as well as a broad range of systemic issues related to how the United Nations responds to serious information of this kind, and the recommendations contained in Security Council resolution 2272 (2016)
Section V	**Other issues**	
Paragraph 88	Requests the Secretary-General to continue to promote effective coordination and collaboration with regard to the audit, evaluation and investigation functions of the Office of Internal Oversight Services in order to ensure an integrated approach for the oversight of peacekeeping missions, bearing in mind the operational independence of the Office	Information will be reported in the context of the report of the Office of Internal Oversight Services on the activities of the Office on peace operations

Annex II

Analysis of proposed resources for the period from 1 July 2017 to 30 June 2018

Table 1

Proposed requirements for the 2017/18 period by class of expenditure

(Thousands of United States dollars. Budget year is from 1 July 2017 to 30 June 2018.)

	Apportionment (2016/17)	*Cost estimates (2017/18)*	*Variance*	
			Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)=(2)-(1)*	*(4)=(3)÷(1)*
Military and police personnel				
Military observers	76 800.5	71 026.4	(5 774.1)	(7.5)
Military contingents	2 807 538.2	2 988 706.2	181 168.0	6.5
United Nations police	210 747.4	195 731.4	(15 016.0)	(7.1)
Formed police units	279 581.3	290 706.1	11 124.8	4.0
Subtotal	**3 374 667.4**	**3 546 170.1**	**171 502.7**	**5.1**
Civilian personnel				
International staff	1 283 189.0	1 235 943.7	(47 245.3)	(3.7)
National staff	439 747.0	432 714.4	(7 032.6)	(1.6)
United Nations Volunteers	89 956.0	83 622.5	(6 333.5)	(7.0)
General temporary assistance	42 302.4	36 592.5	(1 725.3)	(12.1)
Government-provided personnel	14 233.0	15 958.3	1 725.3	12.1
Subtotal	**1 869 427.4**	**1 804 831.4**	**(64 596.0)**	**(3.5)**
Operational costs				
Civilian electoral observers	–	–	–	–
Consultants	13 800.7	13 600.0	(200.7)	(1.5)
Official travel	49 500.9	47 291.6	(2 209.3)	(4.5)
Facilities and infrastructure	689 352.7	678 345.6	(11 007.1)	(1.6)
Ground transportation	160 982.9	129 269.8	(31 713.1)	(19.7)
Air transportation	804 562.1	817 822.1	13 260.0	1.6
Naval transportation	38 140.2	35 685.9	(2 454.3)	(6.4)
Communications	194 684.2	188 188.9	(6 495.3)	(3.3)
Information technology	156 490.7	152 916.8	(3 573.9)	(2.3)
Medical	45 329.5	46 020.3	690.8	1.5
Special equipment	–	–	–	–
Other supplies, services and equipment	454 301.2	466 687.6	12 386.4	2.7
Quick-impact projects	20 000.0	18 000.0	(2 000.0)	(10.0)
Subtotal	**2 627 145.1**	**2 593 828.6**	**(33 316.5)**	**(1.3)**

Category	Apportionment (2016/17) (1)	Cost estimates (2017/18) (2)	Variance Amount (3)=(2)-(1)	Variance Percentage (4)=(3)÷(1)
Enterprise resource planning project	16 830.4	25 038.3	8 207.9	48.8
Information and systems security	821.5	821.5	–	–
Global service delivery model	–	868.5	868.5	100
Gross requirements	**7 888 891.8**	**7 971 558.4**	**82 666.6**	**1.0**
Staff assessment income	179 557.3	179 990.3	433.0	0.2
Net requirements	**7 709 334.5**	**7 791 568.1**	**82 233.6**	**1.1**
Voluntary contributions in kind (budgeted)	4 795.1	1 223.0	(3 572.1)	(74.5)
Total requirements	**7 893 686.9**	**7 972 781.4**	**79 094.5**	**1.0**

Table 2
Main factors for variance in resource requirements

Group of expenditure	Main factors for variance
Military observers	The decreased requirements are attributable mainly to the closing of UNOCI in the 2016/17 period, the lower deployment of observers in UNMIL pursuant to Security Council resolution 2333 (2016) owing to the drawdown and planned closing of the mission and lower requirements in MINUSCA, UNAMID and UNISFA
Military contingents	The increased requirements are attributable mainly to the mandated increases in troop levels for UNMISS; higher deployment in MINUSMA and UNISFA; in MINUSCA, owing to the higher rate of reimbursement, lower estimated adjustment for the deployment of non-functional or absent contingent-owned equipment and higher rates for contingent-owned equipment owing to the anticipated deployment of new specialized units and increased capabilities of units deployed; the increased estimates for rations and reimbursements for contingent-owned equipment; self-sustainment categories in UNSOS; and the increase in the rate of reimbursement to troop-contributing countries in the amount of $1,410 per month starting from 1 July 2017 applied in the budgets for the 2017/18 period, in accordance with General Assembly resolution 68/281, compared with $1,365 per month applied to the budgets in the 2016/17 period The overall increase is offset in part by decreased requirements attributable to the closing of UNOCI and the drawdown and planned closing of UNMIL

Group of expenditure	*Main factors for variance*
United Nations police	The decreased requirements are attributable mainly to the closing of UNOCI, the lower deployment in UNMIL pursuant to Security Council resolution 2333 (2016) from 50 to 15 owing to the drawdown and planned closing of the Mission, and lower deployment of police officers in MINUSTAH following the successful electoral process in Haiti
	The overall decrease is offset in part by increased requirements in MINUSMA owing to higher planned deployment of police officers
Formed police units	The increased requirements are attributable mainly to the mandated increase in formed police units in MINUSMA and UNMISS, the sustained deployment in UNMISS and the increase in the rate of reimbursement to formed police-contributing countries in the amount of $1,410 per month starting from 1 July 2017 applied in the budgets for the 2017/18 period, in accordance with General Assembly resolution 68/281, compared with $1,365 per month applied to the budgets in the 2016/17 period
	The overall increase is offset in part by decreased requirements attributable to the closing of UNOCI and the drawdown and planned closing of UNMIL
International staff	The decreased requirements are attributable mainly to the closing of UNOCI; the drawdown and planned closing of UNMIL; decreased international staff costs in UNMISS and UNAMID owing to a lower post adjustment and lower common staff costs, respectively; increased vacancy rates in MINURSO; and the discontinuation of the danger pay entitlement in Goma and Bukavu in MONUSCO
	The overall decrease is offset in part by increased requirements in MINUSMA owing to the expansion of the Mission and provisions for full deployment of UNSOS
National staff	The decreased requirements are attributable mainly to the closing of UNOCI and the proposed abolishment in MINUSTAH of 16 posts that were vacant for more than two years coupled with the appreciation of the United States dollar versus the Haitian gourde
	The overall decrease is offset in part by increased requirements in the Regional Service Centre in Entebbe, Uganda, owing to the increase of 25 national posts, the increase in salary scales and higher average grade levels for national staff
United Nations Volunteers	The decreased requirements are mainly attributable to the closing of UNOCI, the drawdown and planned closing of UNMIL and the application of a higher vacancy rate for international United Nations Volunteers in UNAMID
	The overall decrease is offset in part by increased requirements in MONUSCO mainly owing to a lower vacancy rate

Group of expenditure	*Main factors for variance*
General temporary assistance	The decreased requirements are attributable primarily to the conversion of temporary positions in MINUSCA and UNISFA, a decrease in salaries and common staff costs resulting from the revised salary scale for the 2017/18 period in MINUSCA, and the reduction of a total of 11 general temporary assistance positions owing to abolishment or conversion under the support account
Government-provided personnel	The increased requirements are attributable mainly to the increase in the authorized strength of MINUSCA pursuant to Security Council resolution 2264 (2016) to 108 corrections officers, compared with 40 included in the approved budget for the 2016/17 period
	The overall increase is offset in part by decreased requirements in UNMIL owing to the drawdown and planned closing of the Mission
Consultants	The decreased requirements are attributable mainly to the decommissioning of the IPSAS team under the support account and the closing of UNOCI
	The overall decrease is offset in part by higher engagement of consultants in MINUSCA to provide technical expertise in specialized fields such as justice and corrections; demilitarization of the prison system; and the apportionment among missions of the charges in relation to the arrangement with the United Nations Environment Programme under the Rapid Environment and Climate Technical Assistance Facility (REACT) project
Official travel	The decreased requirements are attributable mainly to the closing of UNOCI; the lower anticipated travel volume in MINUSTAH owing to the consolidation of the Mission; and the efforts of missions and headquarters offices to contain the level of official travel, including for training
	The overall decrease is offset in part by increased requirements in MINUSCA primarily owing to travel anticipated for programmatic activities for human rights, civilian affairs and the protection of civilians outlined in the mandate of the Mission, as well as training requirements
Facilities and infrastructure	The decreased requirements are attributable primarily to the reduced estimates for MINUSCA owing to the non-requirement for commercial construction services for multi-year projects and the utilization instead of already acquired prefabricated facilities, and the construction of new local hardwall facilities using individual local contractual personnel and, to the extent possible, local material; as well as reduced acquisitions including owing to transfers from UNMIL and UNOCI; the closing of UNOCI; and the completion of construction at the Regional Service Centre in Entebbe in the prior periods

Group of expenditure	*Main factors for variance*
	The overall decrease is offset in part by increased requirements in MINUSMA owing to the acquisition of prefabricated facilities and the establishment or refurbishment of various offices, camps and the logistics facilities, as well as higher prices; greater use of contracts for waste management to comply with environmental requirements; field defence supplies for reinforcement of security; and the increased volume of consumption of diesel fuel; in UNMISS, owing to the implementation of a maintenance service contract for camps and higher projected prices related to such services, as well as the planned acquisition of 183 prefabricated facilities to accommodate the additional military and police personnel and the higher projected volume of fuel; and UNDOF, owing to the acquisition of safety and security equipment and the renovation of buildings in Camp Faouar and positions 71 and 72, the acquisition of equipment and the planned increase in the consumption of fuel
Ground transportation	The decreased requirements are attributable mainly to the reduced estimates in UNSOS owing to reduced prices and the lower volume of fuel, and the acquisition of a lower number of vehicles owing to the availability of existing units; the closing of UNOCI; and the non-replacement of light passenger vehicles in UNMISS, which are scheduled to be written off during the 2016/17 period, coupled with a lower projected demand for repairs, maintenance and spare parts owing to purchases of vehicles in prior periods
	The overall decrease is offset in part by increased requirements in MINUSCA attributable primarily to the higher anticipated consumption of fuel resulting from the continued expansion of the Mission and higher fuel prices
Air transportation	The increased requirements are attributable primarily to the higher estimates in MINUSMA owing to the planned deployment of six additional rotary-wing aircraft; in MINUSCA, owing to guaranteed flight costs resulting from one additional fixed-wing aircraft and two replacement rotary-wing aircraft, both to provide primarily medevac/casevac support to the Mission, as well as the higher estimated price of fuel; and in UNSOS, owing to the addition of one military helicopter and higher contract prices for the renewal of three fixed-wing aircraft
	The overall increase is offset in part by decreased requirements owing to the closing of UNOCI; the drawdown and planned closing of UNMIL; lower projected estimates in UNMISS for an unmanned aerial system, coupled with the reduction of one fixed-wing and two rotary-wing aircraft; and the lower cost of an unmanned aerial system in MINUSCA resulting from a shift from a commercial solution, which was approved in the budget for the 2016/17 period, to a letter of assist with a troop-contributing country

Group of expenditure	*Main factors for variance*
Naval transportation	The decreased requirements are attributable mainly to the drawdown and planned closing of UNMIL; the exclusion of requirements related to the acquisition of marine craft in UNMISS; and the non-deployment in MONUSCO of the mothership to support the Force in Lake Tanganyika primarily owing to the difficulty in procuring such an asset commercially
	The overall decrease is offset in part by increased requirements in MINUSCA, attributable primarily to the acquisition of sea containers for the shipment and storage of field defence supplies and other equipment
Communications	The decreased requirements are attributable mainly to the closing of UNOCI; the exclusion of a provision in the UNAMID budget for a leased line to support the Operation's data replication technology, which has been replaced by a virtual private network, and lower contractual costs for Internet services; and decreased requirements for commercial communications at the United Nations Logistics Base at Brindisi, Italy
	The overall decrease is offset in part by increased requirements in MINUSCA owing primarily to the acquisition of additional equipment for the Internet and network services; the implementation of a solution to provide a secure communications network; and one-time activation fees for satellite services to support the low-latency technology in six field offices; and in UNMISS, attributable mainly to the planned expansion of fibre speed and low-latency satellite services, which will provide additional bandwidth for improved connectivity for field offices; and the planned replacement of audio and visual equipment and network service equipment that have reached the end of their useful lives
Information technology	The decreased requirements are attributable mainly to the closing of UNOCI; the reduced acquisition of computers and equipment in MINUSMA, MINUSCA, UNISFA and UNMISS owing to purchases made in prior periods; and lower estimates for information technology equipment in MINUSMA owing to the availability of existing stock
	The overall decrease is offset in part by increased requirements in the United Nations Logistics Base at Brindisi owing primarily to the replacements of obsolete equipment, as well as higher estimates related to shared costs for Umoja operation and maintenance and information technology security; and in UNSOS, owing mainly to the one-time acquisition of orbit satellite equipment for low-latency high-bandwidth solutions

Group of expenditure	*Main factors for variance*
Medical	The increased requirements are attributable primarily to the UNSOS contract for a 16-member aeromedical evacuation team that includes personnel, equipment, supplies, drugs and consumables; and in MINUSMA, with respect to medical services and supplies in the context of the expansion of the Mission, along with the establishment of contractual arrangements for a level II medical facility and the installation of five United Nations-owned level I clinics
	The overall increase is offset in part by decreased requirements in MINUSCA owing to the non-requirement for the engagement of aeromedical evacuation services from a third-party vendor and the closing of UNOCI
Other supplies, services and equipment	The increased requirements are attributable primarily to additional freight costs in MINUSCA for forwarding supplies and equipment to additional regions resulting from the further deployment of personnel to the field, inter-mission transfers of equipment through the United Nations Logistics Base at Brindisi and customs-clearing services based on new contractual arrangements, as well as the engagement of individual contractors for the programmatic activities of the Mission; and the provisions for programmatic activities in MINUSMA, UNMIL and UNMIK
	The overall increase is offset in part by the closing of UNOCI; the reduced estimates in UNSOS and UNISFA with respect to mine-detection and mine-clearing services owing to the proposed consolidation of some services previously provided by the United Nations Mine Action Service within UNSOS, the implementation of revised contracts and the lower planned number of individual contractors in UNISFA; and lower requirements in MONUSCO owing to the discontinuation of the provision of emergency rations for civilian staff in field offices, a reduction in the support provided to the Armed Forces of the Democratic Republic of the Congo and a reduction in cost; and decreased requirements for uniforms, badges and gear and for bank charges
Quick-impact projects	The decreased requirements are attributable to the closing of UNOCI

Table 3

Proposed resource requirements for the 2017/18 period by peacekeeping component

(Thousands of United States dollars. Budget year is from 1 July 2017 to 30 June 2018.)

Peacekeeping component	*Apportionment (2016/17)*	*Proposed budget (2017/18)*	*Variance*	
			Amount	*Percentage*
MINURSO	52 550.4	55 155.6	2 605.2	5.0
MINUSCA	920 727.9	921 580.5	852.6	0.1
MINUSMA	933 411.0	1 077 552.0	144 141.0	15.4
MINUSTAH	345 926.7	336 602.4	(9 324.3)	(2.7)
MONUSCO	1 235 723.1	1 234 603.2	(1 119.9)	(0.1)
UNAMID	1 039 573.2	1 032 122.7	(7 450.5)	(0.7)
UNDOF	47 714.1	62 276.0	14 561.9	30.5
UNFICYP	54 849.9	56 040.8	1 190.9	2.2
UNIFIL	488 691.6	494 771.3	6 079.7	1.2
UNISFA	268 624.6	278 012.7	9 388.1	3.5
UNMIK	36 486.9	38 016.6	1 529.7	4.2
UNMIL	187 139.6	122 111.2	(65 028.4)	(34.7)
UNMISS	1 081 788.4	1 178 338.6	96 550.2	8.9
UNOCI	171 937.8	–	(171 937.8)	(100)
UNSOS	574 304.9	619 312.1	45 007.2	7.8
Subtotal, missions	**7 439 450.1**	**7 506 495.7**	**67 045.6**	**0.9**
Regional Service Centre in Entebbe	39 203.6	37 255.8	(1 947.8)	(5.0)
Global Service Centre	82 857.8	88 338.5	5 480.7	6.6
Support account[a]	327 380.3	339 468.4	12 088.1	3.7
Subtotal, resources	**449 441.7**	**465 062.7**	**15 621.0**	**3.5**
Voluntary contributions in kind (budgeted)	4 795.1	1 223.0	(3 572.1)	(74.5)
Total resources	**7 893 686.9**	**7 972 781.4**	**79 094.5**	**1.0**

[a] Inclusive of requirements for enterprise resource planning in the amounts of $16.8 million for the 2016/17 period and $25.0 million for the 2017/18 period; requirements for information and systems security in the amounts of $0.8 million for the 2016/17 period and $0.8 for the 2017/18 period; and requirements for the global service delivery model in the amount of $0.9 million for the 2017/18 period pursuant to General Assembly resolution 71/272.

Table 4
Main factors for variance in resource requirements

Peacekeeping component	*Main factors for variance*
MINURSO	The proposed budget of $55.2 million represents an increase of 5.0 per cent ($2.6 million) compared with the approved budget for the 2016/17 period. The increase reflects additional resources primarily for air transportation owing to an additional helicopter with security monitoring features and night vision; engineering projects to drill deepwater boreholes at six team sites and the recruitment of international individual contractors to maintain the flow of life-sustainment supplies east of the berm and increased freight costs. Further, increased estimates with respect to military and police personnel are attributable primarily to additional requirements for mission subsistence allowances and higher requirements for food rations and bottled water in the context of the cessation of voluntary contributions (hotel rooms and meals) from the host country. The overall increase is offset in part by reduced requirements for international and national personnel costs owing to the application of higher vacancy rates, and the abolishment of 16 posts (8 Field Service and 8 national General Service staff), as well as reduced requirements under the communications class
MINUSCA	The proposed budget of $921.6 million represents an increase of 0.1 per cent ($0.8 million) compared with the approved budget for the 2016/17 period. The slightly increased requirements are attributable to: (a) the impact of the higher single rate of reimbursement of $1,410 for standard troop costs compared with the rate of $1,365 applied in the approved budget for the 2016/17 period, as approved by the General Assembly in its resolution 68/281; (b) lower estimated adjustment against the standard for the deployment of non-functional or absent contingent-owned equipment; and (c) higher rates for contingent-owned equipment resulting from the anticipated deployment of new specialized units and increased capabilities of units deployed. The increased requirements are offset in part by reduced estimates for operational costs, primarily owing to the non-requirement for commercial construction services for multi-year projects and the utilization instead of already acquired prefabricated facilities, and the construction of new local hardwall facilities using individual local contractual personnel and, to the extent possible, local material, offset in part by increased prices of fuel. Plans to reconfigure the military and police deployment of the Mission and reduce its geographical footprint during the 2016/17 period, while ensuring sufficient mobility, are factored into the determination of support requirements for the 2017/18 period
MINUSMA	The proposed budget of $1.08 billion represents an increase of 15.4 per cent ($144.1 million) compared with the approved budget for the 2016/17 period. The increase is attributable primarily to the expansion of the military and police components of the Mission as authorized by the Security Council in its resolution 2295 (2016) of 29 June 2016; the proposed increase in the civilian staffing establishment; and the expansion of the Mission's rotary aircraft fleet
MINUSTAH	The proposed budget of $336.6 million represents a decrease of 2.7 per cent ($9.3 million) compared with the approved budget for the 2016/17 period. The decrease is attributable mainly to reduced requirements for United Nations police owing to a gradual reduction of police officers following the conclusion of the successful electoral process in Haiti; the proposed abolishment of 16 national staff posts; and the application of the exchange rate of 66.98 Haitian gourdes per United States dollar compared with the

Peacekeeping component	*Main factors for variance*
	exchange rate of 57.01 per United States dollar applied in the approved budget for the 2016/17 period. The reduced requirements are offset in part by increased requirements for military contingents and formed police units, attributable primarily to the anticipated higher reimbursement costs for contingent-owned self-sustainment equipment, and the impact of the higher single rate of reimbursement of $1,410 for standard troop costs compared with the rate of $1,365 applied in the approved budget for the 2016/17 period
MONUSCO	The proposed budget of $1.23 billion represents a slight decrease of 0.1 per cent ($1.1 million) compared with the approved budget for the 2016/17 period. The decrease is attributable mainly to reduced requirements for civilian personnel owing to the proposed abolishment of 187 national General Service staff posts and to the discontinuation of the entitlement to danger pay for staff stationed in Goma and Bukavu. The reduced requirements are offset in part by increased requirements for military contingents and formed police units, attributable primarily to the anticipated higher reimbursement costs of $1,410 for standard troop costs compared with the rate of $1,365 applied in the approved budget for the 2016/17 period
UNAMID	The proposed budget of $1.0 billion represents a decrease of 0.7 per cent ($7.5 million) compared with the approved budget for the 2016/17 period. The reduced requirements are attributable mainly to lower international staff costs, owing to the application of a lower percentage of common staff costs of 91.9 per cent of net salaries for the 2017/18 period compared with 97.8 per cent of net salaries provided for in the 2016/17 period; a higher vacancy rate for international United Nations Volunteers; reduced requirements for communications, owing to the exclusion of a provision for a leased line, which was replaced through the implementation of a virtual private network; and lower requirements for air operations owing to the reduction of two aircraft and lower usage of aviation fuel
	The reduced requirements are offset in part by increased requirements for United Nations police owing to the application of a lower delayed deployment factor of 9 per cent in the 2017/18 period compared with 13 per cent applied during the 2016/17 period
UNDOF	The proposed budget of $62.3 million represents an increase of 30.5 per cent ($14.6 million) compared with the approved budget for the 2016/17 period. The increased requirements are attributable primarily to the higher deployment of military contingent personnel and the acquisition of safety and security equipment and alteration and renovation services, in connection with the return of the Force to Camp Faouar, which commenced in November 2016
UNFICYP	The proposed budget of $56.0 million represents an increase of 2.2 per cent ($1.2 million) compared with the approved budget for the 2016/17 period. The increased requirements for military contingents are attributable mainly to the higher single rate of reimbursement of $1,410 for standard troop costs compared with the rate of $1,365 applied in the approved budget for the 2016/17 period; increased requirements for facilities and infrastructure are due to the proposed continuation of the greening initiative to install additional solar panels; and the increase in requirements for ground transportation is due to the proposed acquisition of 24 vehicles

Peacekeeping component	*Main factors for variance*
UNIFIL	The proposed budget of $494.8 million represents an increase of 1.2 per cent ($6.1 million) compared with the approved budget for the 2016/17 period. The increased requirements are attributable mainly to the impact of the single rate of reimbursement of $1,410 for standard troop costs, set by the General Assembly in its resolution 68/281, compared with the rate of $1,365 applied to the budget for the 2016/17 period; higher estimated staff costs for national officers and national General Service staff owing to the fact that a number of national staff are long-serving and higher in grade; the increased requirements for facilities and infrastructure owing to the higher estimated cost for diesel fuel, the replacement of equipment and generators and the acquisition of equipment for solar panels; and additional requirements for the rental of helicopters based on expenditure patterns
UNISFA	The proposed budget of $278.0 million represents an increase of 3.5 per cent ($9.4 million) compared with the approved budget for the 2016/17 period. The increased requirements are attributable mainly to a lower projected delayed deployment factor for military contingents of 14 per cent compared with 19 per cent used in the 2016/17 budget; the requirements for the reimbursement of contingent-owned major equipment related to the retention of heavy artillery and tank units; and a higher rate of reimbursement to troop-contributing countries in the amount of $1,410 per month, from 1 July 2017, applied in the 2017/18 budget, in accordance with General Assembly resolution 68/281, compared with $1,365 per month from 1 July 2016 used in the 2016/17 budget
UNMIK	The proposed budget of $38.0 million represents an increase of 4.2 per cent ($1.5 million) compared with the approved budget for the 2016/17 period. The increased requirements are attributable mainly to the proposed requirements of $2 million for 13 programmatic activities; and those for international staff are related to three posts (2 D-1 and 1 P-4) for which provisions were not made in the 2016/17 period and the increased percentage for common staff costs from 58 per cent to 67 per cent The overall increase is offset in part by decreased estimates for facilities and infrastructure, particularly the solar panels to be installed at the Mitrovica Regional Office, compared with the panels installed at the headquarters in Pristina in the 2016/17 period; communications, mainly owing to reduced charges for leased lines and transponders and lower costs for maintenance and communications support services; and costs for national staff, owing to the application of the exchange rate of 0.96 euros to one United States dollar, compared with a rate of 0.91 applied in the 2016/17 period
UNMIL	The proposed budget of $122.1 million represents a decrease of 34.7 per cent ($65.0 million) compared with the approved budget for the 2016/17 period. This reflects the complete withdrawal of the military, police and civilian personnel of the Mission in accordance with Security Council resolution 2333 (2016); the consequential reduction in all operational costs owing to the withdrawal of fixed-wing and rotary aircraft, the closure of the remaining sites and the disposal of assets. The overall reduction in resource requirements is offset in part by additional requirements under facilities and infrastructure for environmental clean-up and programmatic activities relating to the activities and programming of the United Nations country team in accordance with resolution 2333 (2016)

Peacekeeping component	*Main factors for variance*
UNMISS	The proposed budget of $1.18 billion represents an increase of 8.9 per cent ($96.6 million) compared with the approved budget for the 2016/17 period. The increase is attributable primarily to the expansion of the military component of the Mission as authorized by the Security Council in its resolution 2304 (2016). The additional military contingent personnel are authorized as part of the 4,000-strong Regional Protection Force. Subsequently, the Council increased the Mission's police ceiling by 100 police personnel, in accordance with resolution 2327 (2016) The overall increase is offset in part by reduced requirements for international staff salaries and common staff costs, owing to the application of a unified single salary scale for the 2017/18 period that takes into account changes in the post adjustment multiplier, which decreased from 54.5 as at 1 January 2016 to 35.9 as at 1 January 2017 for South Sudan. The requirements for operational costs are estimated to decrease owing to a lower number of rental aircraft and lower estimates for ground transportation owing to the replacement of vehicles in previous periods, offset in part by higher requirements for facilities and infrastructure, including for the maintenance of camps through a new contract, the acquisition of prefabricated buildings to accommodate the increased uniformed personnel, and the higher projected consumption of fuel.
UNSOS	The proposed budget of $619.3 million represents an increase of 7.8 per cent ($45.0 million) compared with the approved budget for the 2016/17 period. The increased requirements for military and police personnel of $29.6 million are attributable mainly to the change in the mandate endorsed in Security Council resolution 2245 (2015), whereby UNSOS is mandated to reimburse troop- and police-contributing countries in five self-sustainment categories, and the amendment to the rations contract, which expanded the scope of the contract and gave more responsibilities to the contractor. The increased requirements for civilian personnel are attributable mainly to the incorporation of a full-year cost estimate for 99 international posts that were established in the 2016/17 period. The estimates for operational costs were increased mainly owing to multi-year construction projects, the addition of a military helicopter and the renewal of contracts for three fixed-wing aircraft with higher prices, a contract for an aeromedical evacuation team, and one-time acquisition of orbit satellite equipment The overall increase is offset in part by reduced requirements for petrol, oil and lubricants owing to lower prices per litre and lower costs of mine-detection and mine-clearing services mainly owing to the proposed consolidation of some services that were previously provided by the United Nations Mine Action Service within UNSOS
Regional Service Centre in Entebbe	The proposed budget of $37.3 million represents a decrease of 5.0 per cent ($1.9 million) compared with the approved budget for the 2016/17 period. The decrease is attributable mainly to the completion of construction projects in the 2016/17 period, offset in part by increased requirements for national staff owing to a transfer of functions from MINURSO and increased workload as well as the centralization of payroll for national staff and uniformed personnel,, the nationalization of 13 Field Service posts and increased salary scales for national staff

Peacekeeping component	*Main factors for variance*
Global Service Centre	The proposed budget of $88.3 million represents an increase of 6.6 per cent ($5.4 million) compared with the approved budget for the 2016/17 period. The increase is attributable mainly to operational requirements in relation to information and communications technology owing to the need for replacements of obsolete equipment as well as higher estimates related to shared costs for Umoja maintenance and information technology security, offset in part by decreased requirements for commercial communication service
Support account	The proposed budget of $339.5 million, including peacekeeping contributions for organizational initiatives, namely, enterprise resource planning, information and systems security and the global service delivery model, represents an overall increase of 3.7 per cent ($12.1 million) compared with the approved budget for the 2016/17 period. The increased overall requirements are due primarily to the peacekeeping share of resources for the organizational initiatives as approved by the General Assembly. With respect to baseline post and non-post resources ($312.7 million), the estimates increased by 1 per cent compared with the approved budget for the 2016/17 period owing to non-discretionary increases, including those resulting from the computation of salaries and provisions for after-service health insurance, offset in part by a net decrease of three posts and positions and the decommissioning of the IPSAS team

Annex III

Analysis of budget performance for the period from 1 July 2015 to 30 June 2016

Table 1

Financial resource performance for the 2015/16 period

(Thousands of United States dollars. Budget year is from 1 July 2015 to 30 June 2016.)

			Variance	
	Apportionment	*Expenditure*	*Amount*	*Percentage*
Category	*(1)*	*(2)*	*(3)=(1)-(2)*	*(4)=(3)÷(1)*
Military and police personnel				
Military observers	85 246.9	81 087.8	4 159.1	4.9
Military contingents	2 892 046.3	2 872 429.0	19 617.3	0.7
United Nations police	241 708.8	224 768.5	16 940.3	7.0
Formed police units	299 758.1	283 046.8	16 711.3	5.6
Subtotal	**3 518 760.1**	**3 461 332.1**	**57 428.0**	**1.6**
Civilian personnel				
International staff	1 407 592.7	1 310 287.6	97 305.1	6.9
National staff	388 170.4	438 652.9	(50 482.5)	(13.0)
United Nations Volunteers	87 073.6	97 195.7	(10 122.1)	(11.6)
General temporary assistance	55 860.8	61 491.0	(5 630.2)	(10.1)
Government-provided personnel	13 487.9	10 462.6	3 025.3	22.4
Subtotal	**1 952 185.4**	**1 918 089.8**	**34 095.6**	**1.7**
Operational costs				
Civilian electoral observers	–	–	–	–
Consultants	14 428.7	19 469.1	(5 040.4)	(34.9)
Official travel	54 240.6	61 727.1	(7 486.5)	(13.8)
Facilities and infrastructure	824 828.2	748 294.3	76 533.9	9.3
Ground transportation	201 206.5	169 471.5	31 735.0	15.8
Air transportation	821 005.8	720 253.4	100 752.4	12.3
Naval transportation	41 731.1	57 772.6	(16 041.5)	(38.4)
Communications	173 891.0	135 251.8	38 639.2	22.2
Information technology	152 264.6	188 296.3	(36 031.7)	(23.7)
Medical	47 376.8	30 537.1	16 839.7	35.5
Special equipment	–	–	–	–
Other supplies, services and equipment	438 050.1	450 564.1	(12 514.0)	(2.9)
Quick-impact projects	24 414.0	24 160.5	253.5	1.0
Subtotal	**2 793 437.4**	**2 605 797.8**	**187 639.6**	**6.7**
Enterprise resource planning	31 306.7	31 306.7	–	–
Information and systems security	821.5	817.5	4.0	0.5
Gross requirements	**8 296 511.1**	**8 017 343.9**	**279 167.2**	**3.4**
Staff assessment income	179 624.5	182 852.9	(3 228.4)	(1.8)
Net requirements	**8 116 886.6**	**7 834 491.0**	**282 395.6**	**3.5**
Voluntary contributions in kind (budgeted)	4 632.1	2 831.1	1 801.0	38.9
Total requirements	**8 301 143.2**	**8 020 175.0**	**280 968.2**	**3.4**

Table 2

Main factors for variance in resource requirements

Financial resource performance for the 2015/16 period

(Thousands of United States dollars. Budget year is from 1 July 2015 to 30 June 2016.)

Group of expenditure	*Apportionment*	*Expenditure*	*Variance amount*	*Variance percentage*	*Main factors affecting budget performance*
Military observers	85 246.9	81 087.8	4 159.1	4.9	The underexpenditure of $4.2 million under military observers was attributable mainly to lower deployment of military observers in MINUSCA, MONUSCO, UNMIL and UNOCI, which resulted in lower requirements for mission subsistence allowances and travel on emplacement, rotation and repatriation. The lower deployment was offset by a higher deployment of military observers in UNMISS (199 compared with 158 planned) and a non-budgeted cost for the deployment of 30 military observers in MINUSMA
Military contingents	2 892 046.3	2 872 429.0	19 617.3	0.7	The underexpenditure of $19.6 million under military contingents was attributable mainly to lower-than-planned deployments in UNMISS, UNIFIL, UNOCI, UNMIL and UNDOF resulting in lower standard troop costs and contingent-owned equipment reimbursements, lower costs for travel on emplacement, rotation and repatriation and lower freight costs. In UNMISS, the deployment of two helicopter contingent units and two military contingents was postponed. The underexpenditure was offset by increased requirements in MINUSMA, MINUSCA, UNSOS, MINUSTAH, UNISFA and UNAMID, attributable mainly to higher-than-planned deployments, additional freight charges for the contingent-owned equipment in MINUSCA and higher costs for rations in UNSOS owing to the amendment to the rations contract, which expanded the scope of the contract and gave more responsibility to the contractor for delivering rations to battalion headquarters and sector hubs
United Nations police	241 708.8	224 768.5	16 940.3	7.0	The underexpenditure of $16.9 million under United Nations police was attributable mainly to lower deployment of police officers in UNMIL, MINUSTAH, UNMISS and UNOCI. In UNMIL, only 68 per cent of the planned strength for United Nations police officers was deployed as a result of the faster-than-planned drawdown of the Mission. The underexpenditure was offset by increased requirements in UNAMID and MINUSCA. In UNAMID, the Mission incurred higher-than-budgeted average costs for rotations, and a higher mission subsistence allowance was paid owing to the increased number of police officers who were not housed in UNAMID-provided accommodation. In MINUSCA, the actual average vacancy rate of 13 per cent for United Nations police personnel was lower compared with the budgeted rate of 20 per cent
Formed police units	299 758.1	283 046.8	16 711.3	5.6	The underexpenditure of $16.7 million was attributable mainly to lower-than-planned deployment of formed police units in MONUSCO, MINUSMA, UNMIL, UNOCI, MINUSTAH and UNAMID, resulting in overall lower costs for troop reimbursement, travel and contingent-owned equipment

Group of expenditure	*Apportionment*	*Expenditure*	*Variance amount*	*Variance percentage*	*Main factors affecting budget performance*
International staff	1 407 592.7	1 310 287.6	97 305.1	6.9	The underexpenditure of $97.3 million was attributable mainly to higher-than-planned vacancy rates in UNAMID, MONUSCO, UNOCI, MINUSTAH and UNMIL. In UNAMID, the Mission continues to face challenges in obtaining visas for its international staff, and MONUSCO discontinued the payment of danger pay for Goma and Bukavu as at 1 January 2016. In UNOCI, the Operation was no longer replacing international staff departing the Operation against posts whose functions were not deemed critical to the successful downsizing and liquidation of the Operation
National staff	388 170.4	438 652.9	(50 482.5)	(13.0)	The overexpenditure of $50.5 million was attributable mainly to higher national staff costs in: (a) UNAMID, owing to the application of a new salary scale for national staff and increased requirements for common staff costs owing to the payment of end-of-assignment entitlements following the abolishment of 475 national posts effective 31 December 2015; and (b) MONUSCO, resulting mainly from a lower actual weighted average vacancy rate for national staff of 9.1 per cent compared with an approved weighted average vacancy rate of 11.5 per cent coupled with a higher actual weighted average ratio of common staff costs to net salary of 39.8 per cent compared with a weighted average ratio of 35 per cent budgeted for the period
United Nations Volunteers	87 073.6	97 195.7	(10 122.1)	(11.6)	The overexpenditure of $ 10.1 million was attributable mainly to: (a) increased requirements in MINUSCA attributable to the extension of 42 electoral United Nations Volunteers for an additional nine months owing to the deferred electoral calendar; (b) increased requirements in MONUSCO and UNMISS attributable to a lower vacancy rate combined with the payment of a higher rate for the well-being allowance of $1,000 per month compared with the budgeted rate of $640 per month in MONUSCO
General temporary assistance	55 860.8	61 491.0	(5 630.2)	(10.1)	The overexpenditure of $5.6 million was attributable mainly to higher requirements for general temporary assistance in MINUSCA, the United Nations Logistics Base at Brindisi, Italy, and the support account. The increased requirements were attributable primarily to the higher actual incumbency. In MINUSCA, the Mission extended 28 electoral personnel for an additional nine months owing to the deferred electoral calendar, for which a provision was not included in the budget for the 2015/16 period. The United Nations Logistics Base at Brindisi and the support account incurred higher incumbency for general temporary assistance positions during the 2015/16 period
Government-provided personnel	13 487.9	10 462.6	3 025.3	22.4	The underexpenditure of $3.0 million was attributable mainly to the lower-than-planned deployment of correction officers in MONUSCO combined with the payment of a reduced subsistence allowance rate in respect of the first 30 days effective 1 March 2015 (the budgeted rate for the first 30 days was $260 compared with the reduced rate of $164)

Group of expenditure	*Apportionment*	*Expenditure*	*Variance amount*	*Variance percentage*	*Main factors affecting budget performance*
Consultants	14 428.7	19 469.1	(5 040.4)	(34.9)	The overexpenditure of $5.0 million was attributable mainly to higher requirements in UNSOS and MINUSMA. UNSOS hired 55 consultants to work in areas that were not compliant with the minimum operating security standards for staff members
Official travel	54 240.6	61 727.1	(7 486.5)	(13.8)	The overexpenditure of $7.5 million under official travel costs was attributable principally to the increased travel requirements in MINUSCA, MONUSCO, MINUSMA and UNSOS owing to a number of factors: travel for additional political consultations in support of the peace process, the electoral calendar, the visit of Pope Francis, rerouted travel for staff members resulting from the security crisis in September and October 2015 and travel for staff members on temporary duty assignment from other missions to support MINUSCA during the start-up phase of the Mission, an increase in good offices travel and visits to troop- and police-contributing countries to assess the readiness of the troops to be deployed in MONUSCO, additional requirements with respect to within-Mission travel for staff relocated from the north of Mali owing to the deterioration of the security situation in MINUSMA, and longer periods on travel status during trips to the field in UNSOS
Facilities and infrastructure	824 828.2	748 294.3	76 533.9	9.3	The underexpenditure of $76.5 million resulted principally from: (a) lower costs for facilities resulting from the use of prefabricated structures and individual contractual personnel instead of pursuing the planned construction of permanent structures/fixed buildings, lower costs for maintenance services and lower consumption of fuel in MINUSCA; (b) lower consumption and lower fuel costs in MINUSCA, MINUSMA, MINUSTAH and UNAMID; and (c) cancellation of planned construction, architectural and demolition services and fewer-than-planned engineering supplies and spare parts acquired in MINUSMA and UNAMID. In addition, expenditures incurred for individual contractors, initially budgeted under facilities and infrastructure, were recorded under other supplies, services and equipment in MINUSTAH and UNAMID
Ground transportation	201 206.5	169 471.5	31 735.0	15.8	The underexpenditure of $31.7 million under ground transportation costs resulted primarily from lower requirements mainly in MINUSCA, UNSOS and UNMISS owing to lower consumption and lower fuel costs
Air transportation	821 005.8	720 253.4	100 752.4	12.3	The underexpenditure of $100.8 million under air transportation was attributable primarily to lower requirements mainly in MINUSMA, UNMISS, MONUSCO, UNAMID and UNISFA owing to such factors as non-deployment of planned aircraft or unmanned aerial systems, lower-than-budgeted prices for the rental of aircraft and the overall lower cost of aviation fuel
Naval transportation	41 731.1	57 772.6	(16 041.5)	(38.4)	The overexpenditure of $16.0 million was attributable mainly to increased requirements for sea containers in MINUSCA, MINUSMA, UNMISS and UNISFA

Group of expenditure	*Apportionment*	*Expenditure*	*Variance amount*	*Variance percentage*	*Main factors affecting budget performance*
Communications	173 891.0	135 251.8	38 639.2	22.2	The underexpenditure of $38.6 million was attributable mainly to lower expenditures owing to deferred outreach activities and services associated with such activities in MINUSCA and lower requirements owing to the delayed electoral process (MINUSTAH) and the delayed commissioning of leased lines to the Global Service Centre, in addition to the decommissioning of communications devices (UNSOA). Furthermore, expenditures for the acquisition of communications equipment, related services and spare parts and Internet services were reflected under information technology in UNAMID, UNIFIL and the Global Service Centre
Information technology	152 264.6	188 296.3	(36 031.7)	(23.7)	The overexpenditure of $36 million was due mainly to the acquisition of higher-quality equipment and maintenance services to improve the information technology infrastructure in MINUSMA, MONUSCO and UNIFIL and higher-than-budgeted costs for the acquisition of licences and software in UNSOS. Requirements provided for communications were recorded under information technology in MINUSMA, UNAMID, UNIFIL and the Global Service Centre
Medical	47 376.8	30 537.1	16 839.7	35.5	The underexpenditure of $16.8 million is attributable mainly to lower requirements in UNSOS and MINUSCA. In UNSOS, underexpenditure was attributable to lower requirements for medical services and supplies and the recording of costs for medical evacuation under other supplies, services and equipment. In MINUSCA, the medical evacuations were performed by the existing aircraft and trained medical staff from the French Sangaris force in lieu of a commercial service provider, and the Mission used in-house medical services instead of a commercial provider
Other supplies, services and equipment	438 050.1	450 564.1	(12 514.0)	(2.9)	The overexpenditure of $12.5 million was due mainly to higher-than-budgeted freight costs related to the acquisition of additional accommodation facilities, deferred procurement and losses on currency exchange in UNMISS and higher costs of freight forwarding to cover the transportation of goods to the Douala port of entry followed with inland freight to the Bangui port of entry and/or Mission area of operations beyond Bangui in MINUSCA, as well as expenditures for individual contractors recorded under other supplies, services and equipment whereas provisions were included under facilities and infrastructure in MINUSMA and MINUSTAH
Quick-impact projects	24 414.0	24 160.5	253.5	1.0	The underexpenditure of $0.253 million was attributable mainly to the reduced requirements in UNMISS and MINUSMA owing to the delayed implementation of quick-impact projects

Table 3
Financial resource performance for the 2015/16 period by mission
(Thousands of United States dollars. Budget year is from 1 July 2015 to 30 June 2016.)

Peacekeeping component	*Apportionment*	*Expenditure*	*Variance*	
			Amount	*Percentage*
MINURSO	51 118.3	50 148.3	970.0	1.9
MINUSCA	839 644.5	826 031.0	13 613.5	1.6
MINUSMA	923 305.8	923 193.8	112.0	0.0
MINUSTAH	380 355.7	355 005.1	25 350.6	6.7
MONUSCO	1 330 739.3	1 309 487.6	21 251.7	1.6
UNAMID	1 102 164.7	1 044 116.2	58 048.5	5.3
UNDOF	51 706.2	51 067.7	638.5	1.2
UNFICYP	52 538.5	49 490.9	3 047.6	5.8
UNIFIL	506 346.4	481 411.8	24 934.6	4.9
UNISFA	268 256.7	265 625.8	2 630.9	1.0
UNMIK	40 031.0	39 304.7	726.3	1.8
UNMIL	344 659.4	313 252.1	31 407.3	9.1
UNMISS	1 085 769.2	1 039 770.2	45 999.0	4.2
UNOCI	402 794.3	354 114.0	48 680.3	12.1
UNSOS	513 428.3	512 341.4	1 086.9	0.2
Subtotal, missions	**7 892 858.3**	**7 614 360.6**	**278 497.7**	**3.5**
Global Service Centre	67 157.0	67 098.8	58.2	0.1
Support account	336 495.8	335 884.5	611.3	0.2
Subtotal	**8 296 511.1**	**8 017 343.9**	**279 167.2**	**3.4**
Voluntary contributions in kind (budgeted)	4 632.1	2 831.1	1 801.0	38.9
Total requirements	**8 301 143.2**	**8 020 175.0**	**280 968.2**	**3.4**

Table 4
Main factors for variance in resource requirements for the 2015/16 period by mission

Peacekeeping component	*Apportionment*	*Expenditure*	*Variance amount*	*Variance percentage*	*Main factors for variance*
MINURSO	51 118.3	50 148.3	970.0	1.9	98.1 per cent of the approved budget was utilized towards: (a) monitoring the activities of the parties to ensure compliance with the ceasefire agreement and facilitating progress towards a political settlement on the status of Western Sahara; (b) support to the confidence-building measures arranged by the Office of the United Nations High Commissioner for Refugees; and (c) cooperation with implementing partners in mine detection and clearance operations Resource utilization was affected mainly by lower requirements for military and police personnel and civilian personnel. The underexpenditure under military and police personnel was attributable primarily to reduced requirements for the mission subsistence allowance for military observers and United Nations police officers owing to higher actual average vacancy rates than budgeted, and emplacement, rotation and repatriation travel of military personnel. Underexpenditure for civilian personnel was attributable mainly to lower common staff costs for international staff The overall reduced requirements were offset in part by unforeseen additional requirements under operational costs, mainly with respect to other services, owing to the recruitment of drivers as individual contractors east of the berm and the unbudgeted cost of rations (hotel meals) for military observers, contingent personnel and police officers in lieu of anticipated voluntary contributions that were not received
MINUSCA	839 644.5	826 031.0	13 613.5	1.6	98.4 per cent of the approved budget was utilized towards: (a) protection of civilians; (b) support for the implementation of the transition process, including efforts in favour of the extension of State authority and the preservation of territorial integrity, support to the political process, reconciliation at the national and local levels and the holding of free, fair, transparent and inclusive elections and the constitutional referendum; (c) facilitation of the immediate, full, safe and unhindered delivery of humanitarian assistance; (d) protection of United Nations personnel and installations; (e) promotion and protection of human rights, including contributing to efforts to identify and prosecute perpetrators; (f) at the formal request of the transitional authorities and in areas where national security forces are not present or operational, the adoption of urgent temporary measures that are limited in scope, time-bound and consistent with the objectives of maintaining basic law and order and fighting impunity; (g) disarmament, demobilization, reintegration and repatriation; (h) support for national and international justice and the rule of law, including by supporting the restoration and maintenance of public safety and law and order; and (i) security sector reform The unencumbered balance of $13.6 million was attributable primarily to lower operational costs in the amount of $35.3 million resulting mainly from the pursuit of temporary accommodations in lieu of the planned construction of permanent structures and from lower requirements for petrol, oil and lubricants

Peacekeeping component	*Apportionment*	*Expenditure*	*Variance amount*	*Variance percentage*	*Main factors for variance*
					The lower requirements were offset in part by additional requirements under military and police personnel in the amount of $19.8 million primarily for freight costs for contingent-owned equipment owing to delays at the port of entry of the Central African Republic, and under civilian personnel in the amount of $1.9 million for additional electoral support owing to the deferred electoral calendar
MINUSMA	923 305.8	923 193.8	112.0	0.0	100 per cent of the approved resources were utilized for: (a) playing a key role in the peace process, as part of the international mediation led by Algeria, which included good offices and the provision of expertise and logistical support, as well as efforts directed towards facilitating and supporting dialogue with and among all stakeholders, thereby creating the conditions for the signing of the peace and reconciliation agreement by the Government of Mali and the Platform coalition of armed groups on 15 May 2015 and, on20 June, by the Coordination des Mouvements de l'Azawad; and (b) participating in the establishment of the Comité de suivi de l'Accord, which held its first meeting on 21 June 2015 In 2015/16, the Mission reprioritized its expenditure programme in order to accommodate additional requirements with respect to military and police personnel in the amount of $23.1 million attributable primarily to contingent-owned major equipment and self-sustainment owing to the higher-than-envisaged levels and capabilities of equipment deployed to the Mission as well as the payment of the accommodation penalties for the non-provision of hardwall accommodation to troop-contributing countries owing to the delayed construction of camps. The Mission also incurred additional expenditure with respect to civilian personnel in the amount of $6.1 million owing to lower actual average vacancy rates than provided for in the budget The additional requirements were offset by reduced costs for facilities and infrastructure owing to the cancellation of the planned construction of minor camps in the context of the reprioritization of the expenditure programme; ground transportation owing to the reduced requirements with respect to the acquisition of vehicles and spare parts; and air transportation, which stemmed from reduced requirements with respect to air transportation services owing to the lower actual costs of the military unmanned aerial systems and delayed deployment of fixed-wing and rotary-wing aircraft
MINUSTAH	380 355.7	355 005.1	25 350.6	6.7	93.3 per cent of the approved budget was utilized towards: (a) support to Haiti in addressing challenges to political stability; (b) strengthening State institutions; (c) improving the security environment; (d) strengthening the operational, institutional and administrative capacities of the Haitian National Police in line with the 2012-2016 Haitian National Police development plan; and (e) seeking progress towards the establishment and functioning of key accountability mechanisms in compliance with international human rights standards The unencumbered balance of $25.4 million was attributable mainly to reduced requirements for civilian personnel in the amount of $10.5 million resulting from

Peacekeeping component	*Apportionment*	*Expenditure*	*Variance amount*	*Variance percentage*	*Main factors for variance*
					the higher actual average vacancy rate for civilian staff compared with the budgeted vacancy rate and reduced requirements for operational costs in the amount of $15.0 million resulting from the closure of three camps and two regional offices, the postponement of the elections process and the ongoing consolidation activities in the Mission
MONUSCO	1 330 739.3	1 309 487.6	21 251.7	1.6	98.4 per cent of the approved budget was utilized towards: (a) security and the protection of civilians; (b) the stabilization of conflict-affected areas; and (c) support to democratic governance and institutional reforms The unencumbered balance of $21.3 million was attributable to reduced requirements with respect to military and police personnel owing mainly to a reduction in the cost of rations, higher actual vacancy rates than approved for military contingents and formed police units, higher deductions for non-deployment, delayed deployment or deployment of non-functional contingent-owned major equipment in accordance with General Assembly resolution 67/261 and reduced requirements for civilian personnel attributable mainly to higher actual vacancy rates than approved for international staff, a reduction in the mission subsistence allowance rate for Government-provided personnel and the discontinuation of the payment of danger pay in respect of Goma and Bukavu The overall reduced requirements were offset in part by additional requirements under operational costs for the acquisition of prefabricated facilities and field defence supplies
UNAMID	1 102 164.7	1 044 116.2	58 048.5	5.3	94.7 per cent of the approved budget was utilized to support: (a) the protection of civilians, the facilitation of the delivery of humanitarian assistance and the safety and security of humanitarian personnel; (b) the mediation between the Government of the Sudan and non-signatory armed movements on the basis of the Doha Document for Peace in Darfur, while taking into account the ongoing democratic transformation at the national level; and (c) support to the mediation of community conflict, including through measures to address its root causes, in conjunction with the United Nations country team The unencumbered balance of $58.0 million was attributable mainly to reduced requirements in the amount of $39.8 million for operational costs, owing primarily to the non-deployment of four military utility helicopters and lower-than-budgeted prices for petrol, oil and lubricants. Civilian personnel costs were $23.6 million lower than budgeted as a result of the higher-than-budgeted actual average vacancy rate for international staff, owing primarily to the challenges faced by the Operation in obtaining visas The decreased requirements were offset in part by the higher-than-planned expenditure for military and police personnel of $5.3 million, which was attributable mainly to the higher-than-projected deployment of military contingent personnel

Peacekeeping component	*Apportionment*	*Expenditure*	*Variance amount*	*Variance percentage*	*Main factors for variance*
UNDOF	51 706.2	51 067.7	638.5	1.2	98.8 per cent of the approved budget was utilized towards: (a) temporarily relocating most of the personnel from Camp Faouar (Bravo side) to Camp Ziouani (Alpha side); (b) relocation of the Force headquarters functions to Damascus and the operating base to Camp Ziouani; and (c) generally maintaining the ceasefire between Israel and the Syrian Arab Republic, albeit in a continuously volatile environment The unencumbered balance of $0.6 million was attributable primarily to reduced requirements for military contingent personnel, owing to the higher actual average vacancy rate compared with the budgeted rate. The higher actual average vacancy rate resulted from the prevailing security situation, which did not allow for an immediate return of the Force to positions formerly held on the Bravo side The overall lower requirements were offset in large part by higher operating costs incurred mainly as a result of the acquisition of field defence supplies to fortify the positions of the Force and by the relocation of the Force headquarters from the representational office in Damascus to Yafour and Mezzeh
UNFICYP	52 538.5	49 490.9	3 047.6	5.8	94.2 per cent of the approved budget was utilized towards: (a) maintaining the stability of the buffer zone; and (b) providing administrative and logistical support for the ongoing political negotiations for a Cyprus settlement The unencumbered balance of $3 million was attributable mainly to reduced requirements for military and police personnel in the amount of $1.5 million resulting from the decrease in the number of rotations of troops, reduced requirements for civilian personnel in the amount of $0.3 million resulting from the higher actual average vacancy rate for international staff compared with the budgeted vacancy rate and reduced requirements for operational costs in the amount of $1.3 million as a result of lower costs for utilities and maintenance services
UNIFIL	506 346.4	481 411.8	24 934.6	4.9	95.1 per cent of the approved budget was utilized towards: (a) the continued monitoring of the cessation of hostilities; (b) assisting the Lebanese Armed Forces in maintaining their area of operations free of any unauthorized armed personnel, assets and weapons; and (c) coordinated operations with the Lebanese Armed Forces The unencumbered balance of $24.9 million was attributable primarily to reduced requirements for military contingents owing to a higher actual average vacancy rate; reduced requirements for travel on rotation attributable to a new charter contract; the implementation of reversed rotation of troops; and reduced requirements for civilian personnel owing to lower-than-planned common staff costs and a higher-than-anticipated vacancy rate for national staff
UNISFA	268 256.7	265 625.8	2 631.0	1.0	99 per cent of the approved budget was utilized towards: (a) supporting the implementation of the 20 June 2011 Agreement between the Government of the Republic of the Sudan and the Sudan People's Liberation Movement on temporary arrangements for the administration and security of the Abyei Area; and

Peacekeeping component	*Apportionment*	*Expenditure*	*Variance amount*	*Variance percentage*	*Main factors for variance*
					(b) supporting the Joint Mechanism in creating a safe and demilitarized border zone The unencumbered balance of $2.6 million was attributable mainly to reduced requirements in the amount of $7.6 million for operational costs, owing primarily to the lower-than-planned guaranteed fleet costs for both rotary-wing and fixed-wing aircraft. Civilian personnel costs were $0.8 million lower than budgeted, owing mainly to the lower actual common staff costs for international staff The decreased requirements were offset in part by the higher-than-planned expenditure for military and police personnel of $5.7 million, which was attributable mainly to the higher-than-projected deployment of military contingent personnel
UNMIK	40 031.0	39 304.7	726.2	1.8	98.2 per cent of the approved budget was utilized towards: (a) acting as an impartial mediator through its status-neutral position; (b) monitoring, reporting on and facilitating the resolution of issues related to the reconciliation of the communities of Kosovo; (c) facilitating the participation of Kosovo in regional and international forums; (d) support for the European Union facilitation dialogue between Belgrade and Pristina; and (e) providing support functions in the area of the rule of law The unencumbered balance of $0.7 million was attributable primarily to reduced requirements in the amount of $3.7 million for civilian personnel costs, owing mainly to the lower requirements for international staff and national staff The decreased requirements were offset in part by the higher-than-planned expenditures for operational costs of $3.1 million, which were attributable mainly to increased requirements for facilities and infrastructure and for other supplies, services and equipment
UNMIL	344 659.4	313 252.1	31 407.3	9.1	90.9 per cent of the approved budget was utilized towards providing continued support to the Government of Liberia with respect to the institutionalization of security sector reform and related planning for the further development of national security institutions The overall reduced requirements were attributable primarily to the higher actual average vacancy rates compared with budgeted vacancy rates in respect of military and police personnel, including military observers, military contingents, United Nations police and formed police units as a result of the faster-than-planned drawdown of the Mission. The requirements for operational costs, including facilities and infrastructure, ground transport, air transportation, naval transportation, communications and medical services and supplies, were also reduced in line with the accelerated downsizing of the Mission The overall unutilized balance was offset in part by the additional requirements in respect of civilian personnel mainly owing to the payments made to the national staff who separated from UNMIL as a result of the abolishment of the national posts in accordance with the staffing authorized by the General Assembly

Peacekeeping component	*Apportionment*	*Expenditure*	*Variance amount*	*Variance percentage*	*Main factors for variance*
UNMISS	1 085 769.2	1 039 770.2	45 999.0	4.2	95.8 per cent of the approved budget was utilized towards: (a) protection of civilians; (b) monitoring and investigating human rights; (c) creating the conditions for delivery of humanitarian assistance; and (d) supporting the implementation of the Cessation of Hostilities Agreement The overall reduced requirements of $46 million were attributable primarily to reduced requirements in the amount of $43.3 million for military and police personnel mainly owing to higher deductions for non-deployment, delayed deployment or deployment of non-functional contingent-owned equipment, in line with General Assembly resolution 67/261; lower actual costs of travel on emplacement, rotation and repatriation for military contingent and formed police personnel; and the delayed deployment of military contingents. In addition, reduced requirements for operational costs in the amount of $5.2 million were attributable mainly to lower requirements for petrol, oil and lubricants for facilities and infrastructure, ground transportation and air transportation owing primarily to the lower actual average price of fuel and lower consumption for vehicles and air assets; the non-deployment of five tactical helicopters and an unmanned aerial system owing to restrictions; and the delayed deployment of three helicopters The overall reduced requirements were offset in part by increased requirements for civilian personnel in the amount of $2.5 million attributable mainly to the lower actual average vacancy rates for international United Nations Volunteers and international staff
UNOCI	402 794.3	354 114.0	48 680.3	12.1	87.9 per cent of the approved resources were utilized towards: (a) supporting the Government in stabilizing the security situation in the country and making progress towards lasting peace and stability in Côte d'Ivoire; (b) addressing the challenges to security and political stability; (c) enhancing the capacity of the national police and judicial and correctional institutions; (d) implementing the disarmament, demobilization and reintegration programme for former combatants; (e) implementing security sector reform; (f) promoting and protecting human rights; (g) improving humanitarian conditions and recovery issues; and (h) conducting peace consolidation activities The overall reduced requirements were attributable primarily to reduced requirements with respect to military and police personnel in the amount of $23.2 million and civilian personnel in the amount of $4.4 million, which resulted mainly from higher actual average vacancy rates. Moreover, the gradual drawdown of the Operation resulted in lower operational requirements in the amount of $21.1 million with respect to various supplies and services under facilities and infrastructure combined with the lower requirements for diesel and aviation fuel owing to lower actual fuel prices and consumption levels as well as lower flight hours utilization by the Operation's aircraft fleet

Peacekeeping component	*Apportionment*	*Expenditure*	*Variance amount*	*Variance percentage*	*Main factors for variance*
UNSOS	513 428.3	512 341.4	1 086.9	0.2	99.8 per cent of the approved budget was utilized towards providing support to AMISOM, UNSOM and the Somali National Army on joint operations with AMISOM The increased requirements for uniformed personnel in the amount of $23.6 million were related mainly to the amendment to the rations contract, which expanded the scope of the contract, including the delivery of rations by the contractors to battalion headquarters and sector hubs. The increased requirements for civilian personnel in the amount of $3.6 million were attributable mainly to the higher actual common staff costs than budgeted The increased requirements under military and police personnel and civilian personnel were offset by underexpenditures for operational costs in the amount of $28.2 million mainly owing to lower-than-budgeted expenditures for facilities and infrastructure, communications, other supplies, services and equipment, and ground transportation
Global Service Centre	67 157.0	67 098.8	58.2	0.1	99.9 per cent of the approved budget was utilized towards logistical and information and communications technology support provided to peacekeeping missions and other field operations. The evolution has seen the United Nations Logistics Base at Brindisi transform from a logistics base focused primarily on transportation and distribution services to an integrated operational Centre that provides global information and communications technology, logistics and supply chain operational management and enabling support services throughout the lifecycle of field missions The overall reduced requirements were due primarily to reduced requirements under operational costs in the amount of $0.33 million mainly owing to decreased requirements under the ground transportation, medical and other supplies, services and equipment categories This was offset in part by increased requirements under civilian personnel in the amount of $0.27 million attributable primarily to the higher incumbency level for general temporary assistance positions and higher actual grade levels for national staff than budgeted, offset in part by decreased requirements under international staff owing to the lower-than-budgeted post adjustment multiplier
Support account	336 495.8	335 884.5	611.3	0.2	99.8 per cent of the approved resources were utilized for backstopping and supporting peacekeeping operations The overexpenditure of $2.3 million in respect of post resources was attributable primarily to lower-than-budgeted actual vacancy rates The increased requirements under post resources were offset by underexpenditure of $2.9 million in respect of non-post resources owing principally to reduced requirements under official travel and other supplies, services and equipment, offset in part by overexpenditure under general temporary assistance and information technology

Annex IV

Status of the Peacekeeping Reserve Fund as at 30 June 2016

1. The Peacekeeping Reserve Fund was established by the General Assembly in its resolution 47/217 to serve as a cash-flow mechanism to ensure the rapid deployment of peacekeeping operations. In accordance with that resolution, the initial level of the Fund was set at $150 million. The Assembly, in its resolution 49/233 A of 23 December 1994, decided to limit the utilization of the Fund to the start-up phase of new peacekeeping operations, the expansion of existing ones, or for unforeseen and extraordinary expenditures related to peacekeeping.

2. As reflected in the financial statements for the 12-month period from 1 July 2015 to 30 June 2016, the level of the Fund as at 30 June 2016 was $152.1 million, comprising the reserve of $150 million and an accumulated surplus of $2.1 million. As in the 2014/15 period, no new loans were made to active peacekeeping during the 2015/16 period. As at 30 June 2016, there were outstanding advances to MINURCA in the amount of $12.8 million, which remain unpaid since February 2000 owing to insufficient cash resources in the Mission.

3. The balance of the Peacekeeping Reserve Fund in excess of the authorized level is available to meet the financing of the support account for peacekeeping operations. An amount of $0.9 million was approved by the General Assembly in its resolution 70/287 to meet the requirements of the support account for peacekeeping operations for the period from 1 July 2016 to 30 June 2017. The application of the remaining surplus balance of $1.2 million, subject to approval by the Assembly, will be proposed in the context of the budget report of the support account for the period from 1 July 2017 to 30 June 2018.

Annex V

Management of contingent-owned equipment and liabilities to troop-contributing and formed police-contributing countries

A. Management of contingent-owned equipment

1. The present Contingent-Owned Equipment Manual, amended to reflect the provisions approved by the General Assembly in its resolution 68/282, was published in all six official languages of the United Nations on 20 January 2015. The Secretariat and field missions continue to coordinate activities to ensure that the provisions of the Manual are implemented. As mentioned in paragraph 46 of the present report, pursuant to Assembly resolution 54/19 B, the 2017 Working Group on Contingent-Owned Equipment met in January 2017 to conduct its comprehensive triennial review. The Working Group recommended new definitions, procedures and reimbursement rates for the major equipment, self-sustainment and medical support services categories. Should the recommendations of the Working Group be approved by the Assembly, a revised edition of the Contingent-Owned Equipment Manual is expected to be issued by the end of 2017.

B. Liabilities relating to troop-contributing and formed police-contributing countries

2. The status of amounts owed and reimbursements due to troop-contributing and formed police-contributing countries for the calendar years 2015 and 2016 are set forth in table 1 below.

Status of liabilities relating to troop-contributing and police-contributing countries for troops, formed police units, contingent-owned equipment and self-sustainment

Table 1

A. Summary of liabilities for troops, formed police units, contingent-owned equipment and self-sustainment

(Thousands of United States dollars)

	2015[a]	*2016*
Owed as at 1 January	742 134	738 237
Estimated amounts owed	2 407 892	2 310 464
Less: payments made during the year	2 411 788	2 326 500
Balance as at 31 December	**738 237**	**722 201**

[a] Supersedes information provided in document A/70/749.

B. Liabilities for troops and formed police units

(Thousands of United States dollars)

	2015[a]	2016
Owed as at 1 January	335 772	261 038
Estimated amounts owed	1 464 507	1 385 282
Less: payments made during the year	1 539 241	1 399 575
Balance as at 31 December	**261 038**	**246 745**

[a] Supersedes information provided in document A/70/749.

C. Liabilities for contingent-owned equipment and self-sustainment

(Thousands of United States dollars)

	2015	2016
Owed as at 1 January	406 362	477 199
Estimated amounts owed	943 385	925 182
Less: payments made during the year	872 547	926 925
Balance as at 31 December	**477 199**	**475 456**

3. Payments for troop and formed police unit costs and for contingent-owned equipment and self-sustainment claims are made after taking into account a three-month cash operating reserve for each mission. In 2016, a total of four scheduled quarterly payments (March, June, September and December) were processed.

4. As at 31 December 2016, payments for troop and formed police unit costs were current up to October 2016 for all missions.

5. In its report A/70/742, as approved by the General Assembly in its resolution 70/286, the Advisory Committee on Administrative and Budgetary Questions requested that details relating to the deductions for absent or non-functional major contingent-owned equipment be included in future overview reports. Accordingly, the details of deductions to personnel reimbursements in accordance with Assembly resolution 67/261 from the 2013/14 period to the 2015/16 period are provided in table 2 below.

Table 2

Net deductions relating to absent or non-functional contingent-owned major equipment in accordance with General Assembly resolution 67/261

(Thousands of United States dollars)

Mission	2013/14	2014/15	2015/16	Total
MINUSCA	–	253.3	5 810.0	6 063.3
MINUSMA	2 884.2	13 478.5	11 168.3	27 530.9
MINUSTAH	638.7	1 370.2	861.9	2 870.8
MONUSCO	13 327.3	34 578.8	27 863.0	75 769.1

Mission	*2013/14*	*2014/15*	*2015/16*	*Total*
UNAMID	10 535.7	18 081.3	18 850.7	47 467.7
UNFICYP	12.5	–	–	12.5
UNIFIL	1 694.7	4 954.0	3 202.5	9 851.2
UNISFA	6 827.0	1 533.9	3 701.8	12 062.7
UNMIL	3 214.9	6 938.7	5 220.9	15 374.6
UNMISS	3 589.4	15 162.6	17 691.7	36 443.8
UNOCI	789.7	1 144.9	861.4	2 796.0
Total	**43 514.2**	**97 496.2**	**95 232.2**	**236 242.6**

6. Paragraph 44 of the present report reiterates the importance of memorandums of understanding being signed in advance of deployment and efforts by the Organization to introduce a more robust follow-up mechanism in that regard. Table 3 below provides information on the status of finalization of memorandums of understanding with troop-contributing and formed police-contributing countries for deployed units in active missions.

Table 3
Status of memorandums of understanding for deployed units as at January 2017

Mission	*Signed memorandums of understanding*	*Draft memorandums of understanding*
MINURSO	1	–
MINUSCA	27	10
MINUSMA	37	10
MINUSTAH	21	–
MONUSCO	59	1
UNAMID	38	–
UNDOF	3	1
UNFICYP	4	–
UNIFIL	48	–
UNISFA	14	–
UNMIL	10	–
UNMISS	24	6
UNOCI	12	–
Total	**298**	**28**

Annex VI

Death and disability compensation

1. From 1 January to 31 December 2016, 153 death and disability claims amounting to $6.786 million were processed with an additional 73 pending, of which 47 claims were pending for more than 90 days. Of those 47 cases, 13 cases were awaiting additional medical information requested from the Permanent Missions; 11 cases were awaiting assessment of permanent impairment from the Medical Services Division of the Department of Management; 18 cases were awaiting NOTICAS confirmation that the death or disability was mission-related from the Force Commander/Police Commissioner (such cases usually take longer because a board of inquiry is being conducted); and 5 claims had been certified and were pending payment to be disbursed by the Accounts Division of the Department of Management.

2. The Secretariat endeavours to settle death and disability compensation claims as expeditiously as possible and within 90 days of receipt of the claims with all necessary documentation. Some death claims may remain pending until the outcome of a board of inquiry can assist in the determination that the incident was mission-related and not caused by gross negligence or wilful misconduct.

3. Some disability claims may remain pending until a final medical report detailing the degree of permanent disability is received from the troop- and police-contributing country. The determination of a permanent loss of function can be a lengthy process owing to the long period of time that may occur between the moment the incident happens and the completion of all treatments and the potential recuperation of functions. To expedite the processing of cases, the Secretariat has been regularly corresponding with the Permanent Missions of troop- and police-contributing countries to request relevant information and documentation.

4. On receipt of a NOTICAS from the field, the Secretariat proactively contacts Permanent Missions to ascertain that troop- and police-contributing countries are aware of the death and disability compensation entitlement and provide guidance on the procedure for submission of the related claims. The Secretariat takes all necessary measures to process ongoing claims by frequently corresponding with Member States, field missions and other Secretariat offices.

Status of claims for death and disability compensation for 2016

A. Summary of death and disability compensation

(Thousands of United States dollars)

	Claims paid		*Claims rejected*		*Claims closed*[a]		*Claims pending*	
Peacekeeping mission	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*
MINURSO	–	–	1	–	–	–	–	–
MINUSCA	11	675.1	2	144.9	5	70.0	24	772.4
MINUSMA	25	1 532.2	2	108.5	11	595.0	10	317.2
MINUSTAH	4	163.2	–	–	2	5.6	8	213.6
MONUSCO	8	434.0	3	175.0	4	–	3	142.1
ONUB	1	46.9	–	–	–	–	–	–
UNAMID	19	574.0	3	0.5	6	21.7	4	28.0
UNDOF	1	70.0	–	–	–	–	–	–
UNFICYP	1	70.0	–	–	–	–	–	–
UNGCI	–	–	–	–	–	–	1	5.6
UNIFIL	1	27.5	1	70.0	–	–	1	70.0
UNIKOM	–	–	–	–	–	–	1	–
UNISFA	6	109.9	1	0.7	–	–	2	2.8
UNMIL	9	510.4	3	191.5	2	75.0	3	105.0
UNMISS	7	355.6	5	289.8	3	170.0	10	249.8
UNOCI	3	77.8	1	71.2	–	–	4	131.7
UNPROFOR	–	–	–	–	–	–	2	24.5
UNSOM	1	74.8	1	75.3	–	–	–	–
Total	**97**	**4 721.4**	**23**	**1 127.4**	**33**	**937.3**	**73**	**2 062.7**

B. Death compensation

(Thousands of United States dollars)

	Claims paid		*Claims rejected*		*Claims closed*[a]		*Claims pending*	
Peacekeeping mission	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*
MINUSCA	9	644.3	2	144.9	1	70.0	3	214.9
MINUSMA	19	1 390.0	1	70.0	7	525.0	3	221.2
MINUSTAH	2	145.0	–	–	–	–	2	161.8
MONUSCO	5	350.0	2	140.0	–	–	2	140.0
UNAMID	6	420.0	1	–	2	–	–	–
UNDOF	1	70.0	–			–	–	–
UNFICYP	1	70.0	–	–	–	–	–	–
UNIFIL	–	–	1	70.0	–	–	–	70.0
UNISFA	1	70.0	–	–	–	–	1	–

Peacekeeping mission	Claims paid		Claims rejected		Claims closed[a]		Claims pending	
	Number	Amount	Number	Amount	Number	Amount	Number	Amount
UNMIL	7	502.0	2	145.0	–	75.0	–	–
UNMISS	5	350.0	4	280.0	1	140.0	–	75.5
UNOCI	1	75.0	1	71.2	2	–	1	75.0
UNSOM	1	74.8	1	75.3	–	–	1	–
Total	**58**	**4 161.1**	**15**	**996.4**	**13**	**810.0**	**13**	**958.4**

C. Disability compensation

(Thousands of United States dollars)

Peacekeeping mission	Claims paid		Claims rejected		Claims closed[a]		Claims pending	
	Number	Amount	Number	Amount	Number	Amount	Number	Amount
MINURSO	–	–	1	–	–	–	–	–
MINUSCA	2	30.8	–	–	4	–	21	557.6
MINUSMA	6	142.2	1	38.5	4	70.0	7	96.0
MINUSTAH	2	18.2	–	–	2	5.6	6	51.8
MONUSCO	3	84.0	1	35.0	4	–	1	2.1
ONUB	1	46.9	–	–	–	–	–	–
UNAMID	13	154.0	2	0.5	4	21.7	4	28.0
UNGCI	–	–	–	–	–	–	1	5.6
UNIFIL	1	27.5	–	–	–	–	–	–
UNIKOM	–	–	–	–	–	–	1	–
UNISFA	5	39.9	1	0.7	–	–	2	2.8
UNMIL	2	8.4	1	46.5	1	–	3	105.0
UNMISS	2	5.6	1	9.8	1	30.0	9	174.3
UNOCI	2	2.8	–	–	–	–	3	56.7
UNPROFOR	–	–	–	–	–	–	2	24.5
Total	**39**	**560.3**	**8**	**131.0**	**20**	**127.3**	**60**	**1 104.3**

[a] Closed claims are claims awaiting additional documentation (usually medical information) from Governments for which several reminders were sent to the Permanent Missions. These claims are not rejected and can be reopened at any time upon submission of additional documentation by troop-contributing and police-contributing countries.

Annex VII

Planned mine-action activities in the 2017/18 period

(Thousands of United States dollars)

	Quality management and coordination of operations	*Risk mitigation and clearance of landmines and explosive remnants of war*	*Weapons and ammunition management*	*Improvised explosive devices threat mitigation*	*Key expected outcomes*	*Approved resources for 2016/17*	*Planned resources required for 2017/18*	*Implementing partner agencies*
MINURSO	X	X	–	–	Facilitate the monitoring of the ceasefire and ensure safe passage for United Nations and local personnel through survey and clearance of landmines and explosive remnants of war	3 264.6	3 265.2	UNOPS/Contractors[a]
MINUSCA	X	X	X	–	Disposal of unsafe weapons and ammunition Safe storage of weapons and ammunition facilitated Technical advice and mentoring on explosive ordnance disposal and stockpile management provided	10 100.0	10 100.0	UNOPS/Contractors[a]
MINUSMA	X	X	X	X	Enable the Mission and troops to mitigate risks of explosive hazards, especially by improvised explosive devices Support national authorities to develop capacity to respond to explosive threats Facilitate the protection of civilians and humanitarian access	55 000.0	55 000.0	UNOPS/Contractors[a]
MONUSCO	X	X	X	–	Explosive ordnance disposal conducted to protect civilians Disposal of unsafe weapons and ammunition Safe storage of weapons and ammunition facilitated	2 834.1	2 834.1	UNOPS/Contractors[a]
UNAMID	X	X	X	–	Assessment of explosive hazards impact Disposal of explosive remnants of war Provision of risk-awareness training	8 246.5	8 246.5	UNOPS/Contractors[a]
UNFICYP	X	X	–	–	Maintenance of marking and survey/clearance of minefields	1 949.4	1 768.1	UNOPS/Contractors[a]

	Quality management and coordination of operations	*Risk mitigation and clearance of landmines and explosive remnants of war*	*Weapons and ammunition management*	*Improvised explosive devices threat mitigation*	*Key expected outcomes*	*Approved resources for 2016/17*	*Planned resources required for 2017/18*	*Implementing partner agencies*
UNIFIL	X	–	–	–	Provision of quality management support to UNIFIL on demining activities	1 500.1	1 426.3	UNOPS
UNISFA	X	X	X	–	Disposal of landmines and explosive remnants of war	20 293.1	17 212.9	UNOPS/Contractors[a]
					Disposal of confiscated weapons and ammunition			
					Facilitate safe movements of the Joint Border Verification and Monitoring Mechanism			
UNMISS	X	X	X	–	Survey and clearance of land to mitigate threats from landmines and unexploded ordnance	40 731.9	42 823.0	UNOPS/Contractors[a]
UNSOS	X	X	X	X	Enable the mission and troops to mitigate risks of explosive hazards, especially by improvised explosive devices	48 900.0	40 400.0	UNOPS/Contractors[a]
					Support national authorities to develop capacity to respond to explosive threats			
UNOCI	X	X	X	–		2 500.0		
Total						**195 319.7**	**183 076.5**	

[a] Contractors will be selected through a competitive selection process.

Annex VIII

Air operations

A. Monthly cargo utilization by aircraft type, January to December 2016

(Metric tons)

				January				February				March			
Mission	*Agreement*	*Aircraft*	*Cargo capacity (metric tons)*	*Cargo (metric tons)*	*Sorties*	*Cargo per sortie*	*Utilization per sortie (percentage)*	*Cargo*	*Sorties*	*Cargo per sortie*	*Utilization per sortie*	*Cargo*	*Sorties*	*Cargo per sortie*	*Utilization per sortie*
MINURSO	Commercial	AN-26	6.5	38.39	80.00	0.48	0.07	40.30	86.00	0.47	0.07	42.28	94.00	0.45	0.07
MONUSCO	Commercial	AN-26	6.5	110.05	51.00	2.16	0.33	72.61	30.00	2.42	0.37	71.62	30.00	2.39	0.37
		L-100	22.9	215.13	52.00	4.14	0.18	358.90	68.00	5.28	0.23	337.65	81.00	4.17	0.18
	Military	C-130 Hercules	20.4	78.11	33.00	2.37	0.12	47.78	25.00	1.91	0.09	34.00	32.00	1.06	0.05
UNMISS	Commercial	AN-26	6.5	111.88	58.00	1.93	0.30	111.78	52.00	2.15	0.33	101.90	48.00	2.12	0.33
		L-382	22	383.13	58.00	6.61	0.30	468.60	59.00	7.94	0.36	364.58	60.00	6.08	0.28
		MI-26	20	355.65	143.01	2.49	0.12	180.44	115.81	1.56	0.08	173.70	92.32	1.88	0.09
UNSOS	Commercial	C-130 Hercules	22	296.51	56.00	5.29	0.24	287.75	66.00	4.36	0.20	234.43	40.55	5.78	0.26
MINUSMA	Commercial	AN-74	6.5	1.16	93.00	0.01	0.00	21.66	81.00	0.27	0.04	22.66	104.00	0.22	0.03
MINUSCA	Commercial	AN-74	6.5	58.36	106.00	0.55	0.08	49.09	144.00	0.34	0.05	32.35	57.00	0.57	0.09

Mission	Agreement	Aircraft	Cargo capacity metric tons	April				May				June			
				Cargo	Sorties	Cargo per sortie	Utilization per sortie	Cargo	Sorties	Cargo per sortie	Utilization per sortie	Cargo	Sorties	Cargo per sortie	Utilization per sortie
MINURSO	Commercial	AN-26	6.5	31.97	75.00	0.43	0.07	37.40	83.00	0.45	0.07	32.33	80.00	0.40	0.06
MONUSCO	Commercial	AN-26	6.5	136.15	65.00	2.09	0.32	111.53	44.00	2.53	0.39	97.49	49.00	1.99	0.31
		L-100	22.9	261.44	107.00	2.44	0.11	301.07	58.00	5.19	0.23	207.32	44.00	4.71	0.21
	Military	C-130 Hercules	20.4	123.89	52.00	2.38	0.12	135.20	98.00	1.38	0.07	171.08	66.00	2.59	0.13
UNMISS	Commercial	AN-26	6.5	109.15	48.00	2.27	0.35	120.64	54.00	2.23	0.34	103.64	50.00	2.07	0.32
		L-382	22	329.74	50.00	6.59	0.30	468.35	70.00	6.69	0.30	488.08	68.00	7.18	0.33
		MI-26	20	180.71	84.12	2.15	0.11	113.00	67.90	1.66	0.08	152.28	81.03	1.88	0.09
UNSOS	Commercial	C-130 Hercules	22	202.17	38.00	5.32	0.24	361.63	63.00	5.74	0.26	130.38	70.00	1.86	0.08
MINUSMA	Commercial	AN-74	6.5	10.59	63.00	0.17	0.03	21.84	147.00	0.15	0.02	0.81	66.00	0.01	0.00
MINUSCA	Commercial	AN-74	6.5	40.96	98.00	0.42	0.06	25.46	87.00	0.29	0.05	67.68	114.00	0.59	0.09

Mission	Agreement	Aircraft	Cargo capacity metric tons	July				August				September			
				Cargo	Sorties	Cargo per sortie	Utilization per sortie	Cargo	Sorties	Cargo per sortie	Utilization per sortie	Cargo	Sorties	Cargo per sortie	Utilization per sortie
MINURSO	Commercial	AN-26	6.5	40.26	79.00	0.51	0.08	36.81	83.00	0.44	0.07	43.13	84.00	0.51	0.08
MONUSCO	Commercial	AN-26	6.5	71.36	33.00	2.16	0.33	125.54	59.00	2.13	0.33	63.88	29.00	2.20	0.34
		L-100	22.9	221.11	54.00	4.09	0.18	248.54	58.00	4.29	0.19	451.42	73.00	6.18	0.27
	Military	C-130 Hercules	20.4	100.01	67.00	1.49	0.07	69.77	71.00	0.98	0.05	140.12	73.00	1.92	0.09
UNMISS	Commercial	AN-26	6.5	109.15	50.00	2.18	0.34	96.82	50.00	1.94	0.30	66.65	27.00	2.47	0.38
		L-382	22	325.79	44.00	7.40	0.34	498.66	76.00	6.56	0.30	455.06	65.00	7.00	0.32
		MI-26	20	112.19	29.00	3.87	0.19	181.08	34.00	5.33	0.27	315.89	68.00	4.65	0.23
UNSOS	Commercial	C-130 Hercules	22	327.58	55.00	5.96	0.27	523.21	87.00	6.01	0.27	270.47	48.00	5.63	0.26
MINUSMA	Commercial	AN-74	6.5	8.29	146.00	0.06	0.01	5.22	132.00	0.04	0.01	15.18	79.00	0.19	0.03
MINUSCA	Commercial	AN-74	6.5	44.58	75.00	0.59	0.09	44.59	104.00	0.43	0.07	59.58	97.00	0.61	0.09

				October				November				December				Totals			
Mission	*Agreement*	*Aircraft*	*Cargo capacity metric tons*	*Cargo*	*Sorties*	*Cargo per sortie*	*Utilization per sortie*	*Cargo*	*Sorties*	*Cargo per sortie*	*Utilization per sortie*	*Cargo*	*Sorties*	*Cargo per sortie*	*Utilization per sortie*	**Total cargo**	**Total sorties**	**Total cargo per sortie**	**Total utilization per sortie**
MINURSO	Commercial	AN-26	6.5	50.87	83.00	0.61	0.09	46.52	87.00	0.53	0.08	50.13	87.00	0.58	0.09	**490.39**	**1 001.00**	**0.49**	**0.08**
MONUSCO	Commercial	AN-26	6.5	93.93	46.00	2.04	0.31	133.81	50.00	2.68	0.41	179.59	68.00	2.64	0.41	**1 267.55**	**554.00**	**2.29**	**0.35**
		L-100	22.9	1361.43	63.00	21.61	0.94	277.08	50.00	5.54	0.24	347.68	64.00	5.43	0.24	**4 588.74**	**772.00**	**5.94**	**0.26**
	Military	C-130 Hercules	20.4	101.09	46.00	2.20	0.11	166.56	72.00	2.31	0.11	157.37	68.00	2.31	0.11	**1 324.98**	**703.00**	**1.88**	**0.09**
UNMISS	Commercial	AN-26	6.5	80.01	38.00	2.11	0.32	116.76	52.00	2.25	0.35	127.58	54.00	2.36	0.36	**1 255.95**	**581.00**	**2.16**	**0.33**
		L-382	22	413.83	58.00	7.14	0.32	447.89	66.00	6.79	0.31	347.72	48.00	7.24	0.33	**4 991.44**	**722.00**	**6.91**	**0.31**
		MI-26	20	396.13	77.00	5.14	0.26	420.08	80.00	5.25	0.26	349.46	73.00	4.79	0.24	**2 930.60**	**945.19**	**3.10**	**0.16**
UNSOS	Commercial	C-130 Hercules	22	326.93	64.00	5.11	0.23	449.77	64.00	7.03	0.32	327.23	48.00	6.82	0.31	**3 738.08**	**699.55**	**5.34**	**0.24**
MINUSMA	Commercial	AN-74	6.5	4.35	62.00	0.07	0.01	16.59	133.00	0.12	0.02	19.38	128.00	0.15	0.02	**147.73**	**1 234.00**	**0.12**	**0.02**
MINUSCA	Commercial	AN-74	6.5	111.71	125.00	0.89	0.14	119.39	99.00	1.21	0.19	78.27	82.00	0.95	0.15	**732.01**	**1 188.00**	**0.62**	**0.09**

B. Total number of passengers moved within missions using United Nations assets, January to December 2016

Mission	United Nations	United Nations agencies	Non-United Nations	Total
MINUSCA	29 316	1 169	4 784	35 269
MINUSMA	53 239	1 323	14 857	69 419
MINUSTAH	16 720	799	1 542	19 061
MONUSCO	59 043	4 604	40 855	104 502
UNOCI	9 119	350	1 020	10 489
UNAMID	136 462	1 011	22 033	159 506
UNFICYP	2 579	0	25	2 604
UNIFIL	8 972	45	712	9 729
UNISFA	26 360	834	3 512	30 706
UNMIL	12 244	1 322	4 091	17 657
UNMISS	112 168	1 121	3 932	117 221
UNSOA/UNSOS	41 243	4 829	17 415	63 487
Total	**50 7465**	**17 407**	**114 778**	**639 650**

Annex IX

Analysis of current and planned deployment of unmanned aerial systems in peacekeeping missions

Mission	*Type of arrangement (commercial letter of assist)*	*Number of units*	*Manufacture type of system*	*2016/17 deployment status*	*Proposed 2017/18 (United States dollars)*
MONUSCO	Commercial	1	Selex Falco/tactical (5 unmanned aircraft)	Deployed	15 500 000
MINUSMA	Commercial	2	Thales/Hermes/medium-altitude long-endurance	Deployed	21 700 000
	Letter of assist	1	Scaneagle and Raven	Deployed	233 500
	Letter of assist	1	Shadow-200	Deployed	3 450 000
		1	Wasp	Deployed	
		1	Puma	Deployed	
	Letter of assist	1	Luna	Deployed	760 000
		4	Aladdin	Deployed	
		9	Mikado	Deployed	
		1	Heron (medium-altitude long-endurance)	Planned	To be determined
MINUSCA	Letter of assist	2	Sperwer/medium-altitude long-endurance	Letter of assist under discussion	9 500 000
UNMISS	Letter of assist	1	Luna/tactical	Letter of assist under discussion	2 000 000

Note: The analysis does not include the use of unmanned aerial systems provided by a military contingent, which are subject to the provisions governing contingent-owned equipment.

Annex X

Programmatic activities and quick-impact projects

A. Proposed resources for programmatic activities by peacekeeping mission for the 2017/18 period

(Thousands of United States dollars)

	MINURSO	*MINUSCA*	*MINUSMA*	*MINUSTAH*	*MONUSCO*	*UNAMID*	*UNFICYP*	*UNIFIL*	*UNISFA*	*UNMIK*	*UNMIL*	*UNMISS*	*UNSOS*	*Total*
Activities/category														
Civilian arms control programme	–	–	–	–	–	250.0	–	–	–	–	–	–	–	250.0
Community stabilization projects	–	–	–	–	–	2 000.0	–	–	–	–	–	–	–	2 000.0
Rule of law/human rights/security institutions/security sector reform	–	10 176.1	4 913.0	4 435.5	650.0	150.0	–	–	–	1 987.0	3 500.0	–	–	25 811.6
Transitional reinsertion support package	–	–	–	–	–	500.0	–	–	–	–	–	–	–	500.0
Peace consolidation	-	-	-	-	-	-	-	-	-	-	3 500.0	-	-	3 500.0
Confidence-building	–	717.0	–	–	1 680.0	–	–	–	–	380.1	–	–	–	2 777.1
Other	–	–	–	–	–	–	–	–	–	–	–	1 867.7	–	1 867.7
Community violence reduction	–	2 000.0	2 700.0	5 000.0	–	–	–	–	–	–	–	–	–	9 700.0
Disarmament, demobilization and reintegration	–	5 150.0	9 328.0	–	9 396.0	–	–	–	–	–	–	–	–	23 874.04
Mine-action	3 265.2	10 100.0	55 000.0	–	2 834.1	8 246.5	1 768.1	1 426.3	17 212.9	–	–	42 823.4	40 400.0	183 076.5
Total	**3 265.2**	**28 143.1**	**71 941.0**	**9 435.5**	**14 560.1**	**11 146.5**	**1 768.1**	**1 426.3**	**17 212.9**	**2 367.1**	**7 000.0**	**44 691.1**	**40 400.0**	**253 356.9**

B. Proposed resources for quick-impact projects by peacekeeping mission for the 2017/18 period

(Thousands of United States dollars)

	MINURSO	*MINUSCA*	*MINUSMA*	*MINUSTAH*	*MONUSCO*	*UNAMID*	*UNFICYP*	*UNIFIL*	*UNISFA*	*UNMIK*	*UNMIL*	*UNMISS*	*UNSOS*	*Total*
Quick-impact projects	–	3 000.0	4 000.0	3 000.0	2 000.0	2 000.0	–	500.0	500.0	–	2 000.0	1 000.0	–	18 000.0
Total	**–**	**3 000.0**	**4 000.0**	**3 000.0**	**2 000.0**	**2 000.0**	**–**	**500.0**	**500.0**	**–**	**2 000.0**	**1 000.0**	**–**	**18 000.0**

Note: While typically represented in a similar group of expenditures, quick-impact projects are not characterized as programmatic activities. Quick-impact projects are used by United Nations peacekeeping operations to establish and build confidence in the mission, its mandate and the peace process, thereby improving the environment for effective mandate implementation.

Annex XI

Cross-cutting initiatives across peacekeeping operations

Impact on financial resources for the 2017/18 period

1. The previous report of the Secretary-General (A/70/749, sect. IX) indicated that additional temporary capacity, initially created in the 2014/15 period for the Global Service Centre and Headquarters, would be needed to continue activities through the 2016/17 period to support cluster 5 deployment and preparation for Umoja Extension 2 and to provide Umoja Extension 1 post-deployment support through the stabilization period. That would result in anticipated requirements for up to 10 national general temporary assistance positions at the Global Service Centre and 12 general temporary assistance positions at Headquarters for the 2016/17 period.

2. Following the above, it was determined that the implementation strategy for Umoja Extension 2 for supply chain management, which was set out in detail in the eighth progress report of the Secretary-General on the enterprise resource planning project (A/71/390), would require additional general temporary assistance positions (a total of 24 positions, including 1 position provided for in document A/70/749, sect. IX, para. 112). Similarly, the Umoja master data management team in the Global Service Centre has continued through the 2016/17 period at a maintenance capacity of 17 general temporary assistance positions compared with the lower level of 10 positions, as initially anticipated and reported.

3. In addition to the above cross-cutting initiatives, described in the previous report of the Secretary-General, during the 2016/17 period it was identified that further general temporary assistance positions were required for: (a) surge support for Umoja cluster 5 deployment in the field for six months; (b) support to the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse; (c) the operationalization of the POLNET mobility framework; and (d) support for gender outreach activities.

4. Updated information on cross-cutting initiatives, principally in information and communications technology, which have an impact on budgets of peacekeeping missions and support operations, as well as the backstopping components (support account and the Global Service Centre) is provided in table 1 below, which compares the estimated costs for the 2017/18 period with the prior year.

Table 1
Estimated costs of cross-cutting initiatives for the 2017/18 period
(Thousands of United States dollars. Budget year is from 1 July 2017 to 30 June 2018.)

Category	*Provisions in A/70/749 (2016/17)* (1)	*Projected expenditures (2016/17)* (2)	*Cost estimates (2017/18)* (3)	*Change Increase/ (decrease)* (4)=(3)-(2)
A. Support costs for Umoja implementation in peacekeeping missions				
Mission support (tier 2 help desk)	2 550.0	2 550.0	–	(2 550.0)
Headquarters deployment teams	2 428.0	2 167.0	2 467.4	300.4
Master data management	266.2	637.6	–	(637.6)
Decommissioning of Galileo	974.4	6 217.1	4 168.0	(2 049.1)
Support to cluster 5 implementation	–	3 690.2	–	(3 690.2)
IT contractual (post deployment)	–	–	1 000.0	1 000.0
B. Enterprise systems maintenance costs				
Enterprise tier 2 help desk	–	–	951.5	951.5
Infrastructure and maintenance costs	16 802.3	16 802.3	17 939.0	1 136.7
Master data management	–	–	687.7	687.7
C. ICT applications	3 285.6	3 285.6	3 285.6	–
D. Supply chain management — multi-year project (phases I and II)	1 560.2	2 979.2	7 156.1	4 176.9
E. Field posts classification project — Headquarters team	519.9	519.9	–	(519.9)
F. Rapid Environment and Climate Technical Assistance Facility project (REACT)	2 489.3	2 489.3	1 550.0	(939.3)
G. POLNET mobility framework (subject matter experts)	–	346.4	–	(346.4)
H. Support to the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse	–	173.2	–	(173.2)
I. Gender outreach	–	156.5	–	(156.5)
Total	**30 875.9**	**42 014.3**	**39 205.3**	**(2 809.0)**

5. Table 2 below provides further analysis of the estimated costs for the 2017/18 period, indicating where the expenditures will be borne. The proposal is consistent with the approach for the 2016/17 period: costs to support Umoja implementation in the field (category A) will be absorbed within the budgets of peacekeeping missions, whereas the costs for the maintenance of the ICT infrastructure for enterprise systems (category B) are reflected in the proposed budget for the Global Service Centre; costs of ICT projects to be developed for the field (category C) and the supply chain management projects (category D) are reflected under the proposed budget for the support account for peacekeeping operations; and the costs of the REACT project (category E below) are reflected within the proposed budgets of peacekeeping missions.

Table 2
Estimated costs of cross-cutting initiatives for the 2017/18 period by funding
(Thousands of United States dollars. Budget year is from 1 July 2017 to 30 June 2018.)

Category	*Missions budgets*	*Support account*	*Global Service Centre*	*Total*
A. Support costs for Umoja implementation in peacekeeping missions				
(a) Headquarters deployment teams	2 467.4	–	–	2 467.4
(b) IT contractual (post-deployment support)	1 000.0	–	–	1 000.0
(c) Decommissioning of Galileo				
General temporary assistance deployed in Logistics Support Division	3 668.0	–	–	3 668.0
IT contractual services	500.0	–	–	500.0
B. Enterprise systems maintenance costs				
(a) Enterprise systems tier 2 help desk	–	–	951.5	951.5
(b) Infrastructure and maintenance costs	–	–	17 939.0	17 939.0
(c) Master data management	–	–	687.7	687.7
C. ICT applications	–	1 671.2	1 614.4	3 285.6
D. Supply chain management — multi-year project (phase II)				
(a) Consultancy services	–	1 500.0	–	1 500.0
(b) Core business team	1 456.1	–	–	1 456.1
(c) IT contractual	3 500.0	–	–	3 500.0
(d) Travel costs	700.0	–	–	700.0
E. Rapid Environment and Climate Technical Assistance Facility project (REACT)	1 550.0	–	–	1 550.0
Total	**14 841.5**	**3 171.2**	**21 192.6**	**39 205.3**

Support costs for Umoja implementation in peacekeeping missions ($7.6 million)

6. For the 2017/18 period, support for the implementation of Umoja in peacekeeping missions will consist of the continuation of the Headquarters deployment teams, which will also be engaged in business readiness activities for Umoja Extension 2, the decommissioning of Galileo, as described below, and contractual services related to post-deployment support.

Headquarters deployment teams ($2.5 million)

7. Temporary capacity will need to continue in Headquarters through the 2017/18 period to support post-deployment support through the stabilization period for cluster 5 and in preparation for the implementation of Umoja Extension 2. General temporary assistance positions in Headquarters will provide support for field change management, Umoja Academy, post deployment for cluster 5 and Umoja payroll and bank arrangements centralization.

Decommissioning of Galileo ($4.2 million)

8. In line with the supply chain management initiative, Galileo, the current system of records for peacekeeping missions for plant, equipment and inventory, will be fully decommissioned as of September 2017. All field mission inventory balances, including strategic deployment stocks, will be migrated to Umoja in September 2017. In accordance with the Galileo decommissioning project data conversion strategy, all Galileo material records will be migrated to Umoja and financial assets will be fully converted in accordance with Umoja data conversion standards. The cleansing of the significant inventory holdings recorded in Galileo will continue to align with Umoja. The projected estimated costs for the 2017/18 period, required by the Department of Field Support and peacekeeping missions, reflect costs related to the provision of general temporary assistance, and information technology contractual services in the amount of $4.2 million. Expenditures incurred, which relate to peacekeeping, are to be charged to the peacekeeping missions using a cost apportionment basis, within existing resources.

IT contractual services ($1.0 million)

9. A provision of $1.0 million under IT contractual services for Umoja post-deployment support is included for the 2017/18 period. This is required for a team who will assist with coordination activities related to deployment and support for all Umoja functionality in all field missions. In addition to coordinating the implementation of system improvements/changes, major deployments scheduled for the 2017/18 period include the travel solution for cluster 5 users (all national staff and individual uniformed personnel), in-mission travel for all other users (international staff), the implementation of supply chain and logistics functionality as part of the Galileo decommissioning project and other system changes. The team will also provide technical expertise for systems integration efforts and cross-mission Umoja activities such as operating models and the establishment of new missions.

Enterprise systems maintenance costs ($19.6 million)

10. The resource requirements for ongoing information technology operating and maintenance costs for the Umoja and other enterprise-wide systems for peacekeeping operations are proposed within the budget of the Global Service Centre for the 2017/18 period (A/71/828) along with other global technology and communication costs. This reflects the Centre's critical role in hosting and providing Umoja support services, as well as its continuing expansion as a provider of global ICT services. For the 2017/18 period, these recurrent costs are estimated at $18.9 million, compared with $16.8 million approved for the 2016/17 period (ibid., paras. 25-26). The increased resource requirements include the proposed establishment of a permanent enterprise systems tier 2 service desk in the amount of $0.95 million (ibid., para. 112), which is in line with the Secretariat's ICT strategy, and the recurrent cost of the peacekeeping operations records managed by the master data maintenance teams in the amount of $0.69 million, both of which are included in the budget of the Global Service Centre (ibid., para. 113).

ICT applications ($3.3 million)

11. The Office of Information Communications Technology (OICT) will continue to deploy the following applications to peacekeeping missions: (a) the customer relationship management/troop contribution management project; (b) the fuel management system; (c) the rations management system; and (d) the enterprise identity management system. Provisions estimated at 3.3 million for those systems will be required in the 2017/18 period with respect to non-standard requirements for the acquisition of software, software licences and fees and contractual services for ongoing support and for the continuing development of applications, to meet peacekeeping business needs.

12. Resource requirements (1.6 million) related to customer relationship management/troop contribution management (0.9 million), the enterprise identity management system (0.5 million) and other software licences and fees (0.2 million) are included with other global technology and communication costs in the budget report of the Global Service Centre for the 2017/18 period. Resource requirements (1.7 million) are related to the fuel management system (0.8 million) and rations management system (0.9 million) and are included under OICT, Department of Management, in the proposed budget for the support account for the 2017/18 period.

Supply chain management (7.2 million)

13. The supply chain management project, which was started in the 2015/16 period, will address the logistical constraints of field missions and is aimed at facilitating the provision of the right products and commodities in a timely, effective and efficient manner.

14. During the 2017/18 period, resource requirements in the amount of 7.2 million (compared with $3.0 million for the 2016/17 period) are required by the Logistics Support Division of the Department of Field Support. This will provide for continuing support to the supply chain management initiative started in the 2015/16 period across all field operations. To employ the supply chain management framework, substantial work in the areas of training, workshops, travel and testing will be required by the Department of Field Support at Headquarters. Out of the $7.2 million, an estimated amount of 1.5 million for consultancy services is included under the Logistics Support Division, Department of Field Support, in the proposed budget for the support account; the remaining costs of $1.5 million estimated for the deployment of general temporary assistance in Headquarters, $3.5 million for information technology contractual services and $0.7 million for travel costs will be charged to the peacekeeping missions using a cost apportionment basis, within approved resources.

Rapid Environment and Climate Technical Assistance Facility project requirements ($1.6 million)

15. An estimated cost of $1.6 million for the 2017/18 period (compared with $2.5 million in the 2016/17 period), as per the memorandum of understanding with the United Nations Environment Programme will be apportioned to peacekeeping missions on a prorated basis based on the size of the mission (small, medium, large).

Annex XII

Follow-up on the response of the Secretary-General to the recommendations of the High-level Panel on Peace Operations

Area	*Recommendation of the Secretary-General under implementation (A/70/357-S/2015/682)*	*Recommendations of the High-level Independent Panel on Peace Operations (A/70/95-S/2015/446)*	*Status*
Strengthening United Nations capacities for conflict prevention and mediation	Significant strengthening of and more reliable resourcing through the regular budget for the Secretariat's core prevention and mediation capacities (para. 37)	81 (c) (i)	Under way
	Explore with regional and national partners [...] the establishment of regional offices (para. 40)	81 (c) (iii)	Under way
	Engage leaders of the United Nations system organizations through the United Nations System Chief Executives Board for Coordination [...] to strengthen preventive and peacebuilding work (para. 42)	81 (d)	Ongoing
	Review of current capacities of agencies, funds and programmes on prevention and peacebuilding (para. 42)	149 (f)	Ongoing
	Continue to strengthen Human Rights Up Front initiative](para. 43)	81 (d) (iii)	Ongoing
	Continue to make use of the light teams when appropriate (para. 44)	–	Ongoing
Reinforced global-regional partnerships	Explore with the African Union and the European Union how African Standby Force and European Union Battlegroups may serve as bridging forces (para. 31)	206 (b)	Initiated
	Further strengthen our strong strategic partnership with the European Union for 2015-2018 (para. 46)	N/A	Ongoing
	Explore the potential deployment of a small United Nations liaison presence cooperation with the League of Arab States (para. 46)	238	Initiated
Reinforced global-regional partnerships: the African Union as a key partner	Finalize, in 2016, a Joint United Nations Secretariat-African Union Commission Framework for an Enhanced Partnership in Peace and Security (para. 47)	249 (c)	Under way

Area	*Recommendation of the Secretary-General under implementation (A/70/357-S/2015/682)*	*Recommendations of the High-level Independent Panel on Peace Operations (A/70/95-S/2015/446)*	*Status*
	Conduct a review and assessment of various mechanisms currently available to finance and support African Union peace operations authorized by the Security Council (para. 48)	N/A	Under way
	Support the African Union Commission to identify an effective mission support concept for the African Union [...] Explore how the African Union could gain access to United Nations system contracts and ensure that the strategic deployment stocks of the United Nations remain available (para. 49)	N/A	Under way
	Continue to provide technical and planning expertise to assist the African Union (para. 50)	249 (b)	Ongoing
	Continue to support the African Union's commitment to integrating human rights in its operations (para. 50)	N/A	Ongoing
	Develop [...] a shared vision for benchmarks to guide transitions from African Union to United Nations operations (para. 51)	N/A	Under way
	Initiate joint work on standardizing the process of rehatting uniformed personnel from African Union to United Nations operations (para. 51)	N/A	To be initiated
Tailored peace operations: analysis and planning	Revise existing conflict analysis methodologies will be revised and new guidelines issued (para. 53)	180 (c)	Under way
	Establish a small centralized analysis and planning capacity in the office of the Secretary-General within existing resources (para. 54)	343 (c)	Completed
	Transfer responsibility for operational mission planning from Headquarters, as soon as feasible, to the field. The Secretariat is compiling a list of senior planners (para. 55)	180 (c) (iii)	Ongoing
	Jointly approve military, police and support concepts (para. 55)	N/A	Ongoing
	Enhance training in conflict analysis and assessments, as well as strategic and operational planning (para. 56)	180 (c)/233 (b)	Under way

Area	*Recommendation of the Secretary-General under implementation (A/70/357-S/2015/682)*	*Recommendations of the High-level Independent Panel on Peace Operations (A/70/95-S/2015/446)*	*Status*
Tailored peace operations: sequenced mandates	Include a regular assessment of the mission's political and protection effect, capabilities and additional requirements in the report of the Secretary-General (para. 59)	105 (b)	Ongoing
	Discuss sequencing with the Security Council (para. 60)	186 (b)	To be initiated
Tailored peace operations: dialogue Security Council-Secretariat-troop and police contributors	Include in each memorandum of understanding the relevant statement of unit requirements (para. 62)	193 (a)	Under way
Tailored peace operations: engaging on national priorities and building support for action	Explore with relevant host Governments the establishment of compacts (para. 64)	N/A	Under way
	Conduct public opinion surveys regularly (para. 64)	N/A	Ongoing
Tailored peace operations: delivering coherent responses	Accelerate the establishment of platforms for coordinated work in cross-cutting areas[...] Enhance the Global Focal Point arrangement by strengthening its capacity for joint programme design and implementation (para. 65)	160 (a)	Under way
	Establish a senior protection of civilians adviser, located in the Office of the Special Representative of the Secretary-General, in all peace operations with a protection of civilians mandate (para. 66)	267 (a)	Under way
	Consolidate within mission human rights components dedicated capacity for specialized protection functions relating to child protection and conflict-related sexual violence (para. 66)	267 (a)	Under way
	Locate the Senior Gender Adviser of United Nations peace operations [...] in the Office of the Special Representative of the Secretary-General (para. 67)	262 (b)	Under way
	United Nations Entity for Gender Equality and the Empowerment of Women, the Department of Peacekeeping Operations and the Department of Political Affairs to make full use of respective comparative advantages (para. 67)	262 (c)	Under way

Area	*Recommendation of the Secretary-General under implementation (A/70/357-S/2015/682)*	*Recommendations of the High-level Independent Panel on Peace Operations (A/70/95-S/2015/446)*	*Status*
	Propose a mechanism that brings together the United Nations, the World Bank, the International Monetary Fund and key regional banks to engage in crisis countries (para. 68)	149 (c)	To be initiated
	Ensure that forthcoming mission budget requests include the full range of resources required [...] and that missions closely coordinate with United Nations country teams (para. 69)	149	Ongoing
	Look at how pooled funds can support the delivery of coordinated support [...] and manage aid volatility (para. 69)	149 (e) (ii)	Under way
	Explore [...] options to provide predictable resources for the Peacebuilding Fund. [...] Bring persistent financing gaps to the attention of the Security Council and the Peacebuilding Commission (para. 70)	149 (e)	Under way
Tailored peace operations: assessing impact and transitioning	Conduct better impact assessments and a more results-focused formulation of budgets (para. 71)	180	Under way
	Streamline reviews to permit more systematic independent evaluations (para. 72)	180 (d)	To be initiated
Tailored peace operations: financing and structures	Member States to take immediate action on proposals for funding and backstopping special political missions (para. 74)	334	Under way
	Overcome current hurdles to providing specialist support to field missions (para. 74)	N/A	Under way
Agile field support: empowering the field	Further empower field missions (para. 77)	323 (a)	Under way
	Accompany increased authority of field managers [...] by strong efforts to strengthen mission management capabilities. (para. 78)	323 (a)	Under way
	Complete a review of the key processes that may not be supportive of United Nations field operations by September 2016 (para. 79)	323 (a)	Under way
	Complete ... a broader review of Secretariat policies and procedures [...] by September 2017 (para. 79)	323 (a)	To be initiated

Area	*Recommendation of the Secretary-General under implementation (A/70/357-S/2015/682)*	*Recommendations of the High-level Independent Panel on Peace Operations (A/70/95-S/2015/446)*	*Status*
	Institute formalized internal consultative mechanisms and representative field participation (para. 80)	323 (e)	To be initiated
Agile field support: standing administrative measures	Put in place [...] standing administrative measures for start-up and crisis situations [...] Present proposals to the General Assembly to address obstacles to rapid and predictable response, such as the three-month limit on temporary duty assignments(para. 81)	323 (d)	Under way
Agile field support: rapidly deployable headquarters	Finalize [...] a concept and standard operating procedures for a rapidly deployable integrated civilian, military and police headquarters capacity that can be fully functional within 8 to 12 weeks of the issuance of a mandate (para. 82)	205 (a)	Under way
Agile field support: specialized support packages	Continue to draw on established arrangements that provide for rapid engagement of logistics capabilities located elsewhere in the system, such as in the United Nations Office for Project Services (UNOPS) (para. 83)	229	Ongoing
	Invite regional partners and Member States that have capabilities in key enabling areas to propose and provide specialist support packages to address specific substantive and support needs particularly for short-duration tasks [...] or temporary gaps, including engineering capabilities for infrastructure construction, immediate medical facilities and medical evacuation solutions and strategic airlift support (para. 84)	216 (b)	Under way
Uniformed capabilities	Establish, with interested Member States, a single capability and performance framework for uniformed personnel (para. 85)	222 (a)	Under way
Uniformed capabilities: rapid deployment of uniformed capabilities	Institutionalize the Strategic Force Generation and Capability Planning Cell [...] under the report of the Secretary-General on the budget for the support account of peacekeeping operations (A/70/751) for peacekeeping operations (para. 86)	216 (b)	Completed

Area	*Recommendation of the Secretary-General under implementation (A/70/357-S/2015/682)*	*Recommendations of the High-level Independent Panel on Peace Operations (A/70/95-S/2015/446)*	*Status*
	Develop requirements for standby units for a range of capabilities and [...] invite Member States and regional organizations to establish arrangements (para. 87)	206	Under way
	Continue to explore arrangements for the rapid and time-bound transfer of assets and capabilities from existing missions to meet crises or start-up needs (para. 88)	206 (b)	Ongoing
	Use pre-established arrangements between Member States, regional organizations and the Secretariat for strategic deployment capacity and the provision of key enablers for faster deployment to start-up or crisis situations (para. 89)	N/A	Under way
	Explore "vanguard capability" further for discussion with Member States (para. 90)	206 (a)	Under way
Uniformed capabilities: uniformed capability development and performance	Establish the central pillars of the police strategic guidance framework (para. 93)	N/A	Under way
	Undertake an external review of the functions, structure and capacity of the Police Division (para. 93)	168 (f)	Completed
	Develop parameters for an information and intelligence framework (para. 94)	222	Under way
	Undertake a comprehensive review of issues related to in-mission mobility, as well as command and control of military enabling assets (para. 95)	229 (b)	Under way
	Consult with Member States to propose revisions of accommodation definitions and standards (para. 96)	229 (b)	Under way
	Conduct in missions regular assessments of units and equipment (para. 97)	229	Completed
	All missions to communicate to Headquarters any incidents of refusal to follow orders given by the Force Commander or the Police Commissioner. The Secretariat will immediately inform the concerned Member State and, on a regular basis, the Security Council (para. 98)	105/222 (b)	Ongoing

Area	*Recommendation of the Secretary-General under implementation (A/70/357-S/2015/682)*	*Recommendations of the High-level Independent Panel on Peace Operations (A/70/95-S/2015/446)*	*Status*
Uniformed capabilities: training	Take forward three interlinked initiatives to enhance predeployment training. Request Member States to provide certification for all uniformed personnel (paras. 99-100)	130 (a)/168 (e)/ 233 (a)	Under way
	Support the establishment of bilateral and regional training partnerships (para. 101)	168 (a)/233 (a)	Under way
	Establish a pilot train-the-trainer centre, supported by voluntary contributions, for uniformed personnel (para. 102)	168 (a)/168 (e)	Completed
Safety and security	Consolidate all Secretariat security resources under the Department of Safety and Security (para. 105)	305 (a)	Under way
	Roll out at the end of 2015 a new security risk management policy and process (para. 105)	305	Ongoing
	Finalize system-wide crisis management policy and department-specific operating procedures (para. 106)	305 (e)	Under way
	Implement the key recommendations of the recent Expert Panel on Technology and Innovation (para. 107)	313	Under way
	Operationalize in selected missions information management tools to improve data collection and recording of security incidents (para. 108)	222 (d)	Under way
	Consolidated management of information regarding fatalities (para. 108)	305 (f)	Under way
Safety and Security: medical standards and capabilities	The new edition of the Medical Support Manual, which will be issued shortly, sets out revised international standards for casualty response required in all field missions (para. 110)	305 (e)	Completed
	Establish a medical performance framework (para. 110)	305 (d)	Under way
	Review the aviation and casualty evacuation guidelines and internal procedures (para. 111)	305 (e)	Under way
Leadership and accountability: leadership	Develop leadership team profiles and competencies (para. 115)	278 (a) (i)	Under way
	Further strengthen procedures to assess the ability of candidates (para. 116)	278 (a) (i)	Under way

Area	*Recommendation of the Secretary-General under implementation (A/70/357-S/2015/682)*	*Recommendations of the High-level Independent Panel on Peace Operations (A/70/95-S/2015/446)*	*Status*
	Strengthen comprehensive leadership training for incoming senior mission leaders (para. 117)	278 (b)	Under way
	Refine the senior manager compact for heads of mission (para. 118)	262 (d)	Completed
Leadership: Sexual exploitation and abuse	Set up immediate response teams in missions (para. 119)	291 (a)	Completed
	Inform field operations and Member States that investigations of sexual exploitation and abuse allegations must be concluded within six months (para. 119)	291 (b)	Completed
	Disseminate detailed guidance to missions on standards and procedures for alerting United Nations Headquarters to instances of criminal misconduct (para. 121)	291 (f)	Ongoing
	Publicly disclose the nationality of personnel contributed by Member States being investigated for sexual exploitation and abuse (para. 122)	291	Under way
	Add issues of misconduct, including sexual exploitation and abuse, [...] to the agenda of meetings of the Security Council. Place the issue of misconduct on the agenda of meetings of the Council with troop and police contributors (para. 122)	291 (g)	Initiated
	Missions [...] to put in place [...] a framework to provide community-based mechanisms [...] to raise complaints regarding United Nations personnel (para. 123)	N/A	Under way
	Create a resourced victim assistance programme (para. 123)	291 (e)	Under way
	Pilot a mandatory e-learning programme on sexual exploitation and abuse for all field personnel (para. 124)	291	Completed
	Expand the vetting of civilian personnel (para. 124)	291	Completed
Leadership: human rights standards	Ensure the systematic application of policies that require human rights screening and human rights due diligence (para. 126)	291	Ongoing

Area	*Recommendation of the Secretary-General under implementation (A/70/357-S/2015/682)*	*Recommendations of the High-level Independent Panel on Peace Operations (A/70/95-S/2015/446)*	*Status*
	Troop and police contributors that are currently listed in the annual reports of the Secretary-General on children and armed conflict and on conflict-related sexual violence to engage with [...] Special Representatives in order to be delisted (para. 127)	291	Ongoing
Leadership: environmental awareness	**Complete a review of the Secretary-General's 2009 environmental policy for United Nations field missions (para. 128)**	N/A	Under way
	Complement the policy by a new waste management policy for missions (para. 128)	N/A	Completed
	Establish environmental baselines and monitoring benchmarks in peace operations (para. 129)	294 (a)	Under way

Annex XIII

Regional Procurement Office in Entebbe, Uganda

I. Introduction

A. Overview of the mandate

1. The Regional Procurement Office in Entebbe, Uganda, was established as a pilot project on 15 July 2010to respond efficiently and effectively to emerging, urgent requirements in field operations, as stated in the report of the Secretary-General on procurement governance arrangements within the United Nations (A/64/284/Add.1). To that end, the Departments of Management and Field Support embarked on a joint initiative to improve the quality and timeliness of procurement services delivered to missions, through the consolidation of regional requirements and with a view to achieving economies of scale.

2. The Department of Management agreed to outpost its procurement capacity augmented by field mission procurement staff under overall guidance from and direct reporting to the Procurement Division at Headquarters, in order to allow the office to undertake higher-dollar value, complex procurement actions as well as actions suited to regional acquisition in a conflict-free location near large peacekeeping missions. Information regarding the benefits, structure and activities of the Regional Procurement Office are provided in the reports of the Secretary-General on United Nations procurement activities (A/64/284/Add.1, A/67/683 and A/69/710).

3. On 2 April 2015, the General Assembly, in its resolution 69/273, decided to establish the Regional Procurement Office in Entebbe as a regular office within the Procurement Division of the Secretariat, with updates on the functions of the Office to be provided in the context of the global service delivery model. Pursuant to that resolution, and in consideration of the implementation of Umoja in the field as well as ongoing strategic initiatives such as global service delivery and supply chain management, the Procurement Division has explored, in consultation with stakeholders, measures to improve its functional capacity and strengthen its regional role.

4. The objective of the Office is to streamline procurement services to United Nations field missions and offices in central and eastern African regions through joint regional acquisition planning and by developing a regional procurement strategy, managing regional vendors, consolidating requirements for regional systems contracts, establishing mission-specific contracts leveraging the regional supplier base and procurement expertise, strengthening internal control mechanisms, reducing procurement lead times, providing technical assistance to missions and additional capability for mission start-ups, serving as a common professional procurement training hub and establishing a repository of best procurement practices.

5. In pursuit of continuous improvement and to ensure the continuing capacity of the Regional Procurement Office to meet the expectations of client missions, a notable issue was the need to consolidate and manage centrally the resources of the

Office. The past arrangement, which was supported by the temporary utilization of mission posts in the Office, without a formal commitment of resources, had presented challenges for the Office. Full managerial and administrative control of resources by the Office is needed to facilitate responsive quality service in a dynamic and volatile field context. While the current governance framework was established with direct reporting to the Procurement Division at Headquarters, there had been a need to strengthen governance and control. The continued lack of clarity regarding the use of mission posts in the Office has posed challenges in rolling out mid- to long-term plans with measurable deliverables while ensuring performance oversight and accountability. That, in turn, has had an impact on the efficient operations of the Office and has hampered the attraction and retention of talent as originally envisaged, resulting in a vacancy rate of 30 per cent as at 31 January 2017.

6. Formalized resource requirements for the Office envisaged for the 2017/18 period are necessary to achieve its overall mandate: (a) accelerate and improve support to the regional client missions; (b) strengthen accountability for resources in alignment with strategic objectives; (c) provide effective regional procurement support through enhanced coordination and proactive engagement in regional acquisition planning; and (d) improve alignment with field-oriented global supply chain management. Control of the financial and human resources made available by the respective client missions and the Procurement Division will be transferred to the Regional Procurement Office, through Umoja administrative structures, which will establish the Office as a distinct organizational unit able to manage, inter alia, its staffing complement. The present annex provides a summary of the financial and human resources required for the operations of the Office.

7. The work of the Office is, by its nature, focused on the centralization of procurement operations across missions at the regional level. The clients of the Office can be grouped into four tiers, as follows:

(a) The first tier consists of key clients who are members of the governing body of the Regional Procurement Office, the Regional Procurement Steering Group and the signatories to the Regional Procurement Office governance model adopted by the Regional Procurement Steering Group and includes UNAMID, UNMISS, UNSOS, MONUSCO, UNISFA, MINUSCA, MINURSO and the Office of the Assistant Secretary-General-Burundi. The regional systems contracts established by the Office cater primarily to those missions. The Office also provides mission-specific procurement support that generates benefits by leveraging the regional supplier base and expertise available in the Office;

(b) The second tier of clients includes the Regional Service Centre in Entebbe, Uganda, and the MONUSCO Entebbe Support Base. While they are not fully members of the Regional Procurement Steering Group, the Office provides them with full procurement services;

(c) The third tier of clients, including MINUSMA, UNMIL, UNIFIL, the International Residual Mechanism for Criminal Tribunals, UNIOGBIS, UNOCA, UNOCI and UNOWA, are not members of the Regional Procurement Steering Group. The clients in this tier utilize regional systems contracts established by the Office;

(d) The fourth tier of clients includes the Office for the Coordination of Humanitarian Affairs of the Secretariat, the United Nations Human Settlements Programme and UNEP. On an ad hoc basis, particularly when regional expertise can be leveraged, the Office provides relatively smaller-scale procurement support by conducting formal and informal solicitations and issuing purchase orders on their behalf.

8. In line with the decision by the General Assembly to establish the Regional Procurement Office as a regular office within the Procurement Division to serve its clients as a regional procurement capacity, it is now envisaged to further strengthen the regional role of the Office in the context of the global service delivery model to better serve the Organization's interests by standardizing procurement processes and service levels across United Nations field missions and offices in the region. Maximizing the benefits of a strategic and stable location with economies of scale, the Office will seek to increase its service to regional entities without the capacity to establish dedicated procurement resources.

9. The Regional Procurement Office forms an integral part of the Procurement Division, reporting to the Chief of the Field Procurement Service, and complying with the procedures applicable to the Division, including review by the Headquarters Committee on Contracts, where applicable. Led by a Chief at the P-5 level, the Office comprises 23 posts and has been staffed on a cost-neutral basis with 21 posts from client peacekeeping missions and 2 posts deployed from the Procurement Division under the support account. The 23 posts are reflected in the respective mission budget proposals for the 2017/18 period under the Regional Procurement Office.

10. In accordance with General Assembly resolution 70/286 (para. 46), in which the Secretary-General was requested to make full use of the Regional Procurement Office for procurement in the field, it is anticipated that following the strengthening of current governance arrangements and with improved resource control and accountability for the 2017/18 period, the resource requirements for the operations of the Regional Procurement Office will be considered for presentation to the Assembly in the context of the budget proposal of the support account for peacekeeping operations for the 2018/19 period.

11. The current staffing requirement of the Regional Procurement Office is commensurate with the level of service currently provided to missions in Central and East Africa. Should expanded procurement services be required, including by additional missions, the level of resources would be further reviewed. Between the 2010/11 and 2015/16 periods, the Regional Procurement Office established contracts and purchase orders in the amount of $742 million (including regional systems contracts under joint acquisition plans in the amount of $322 million and mission-specific contracts in the amount of $420 million), as detailed in table 1 below.

12. While the Office focuses on establishing regional systems contracts that commonly serve regional client missions, several other missions and United Nations entities also sought support from the Office to handle specific cases. The Office supports cases that are technically complex and involve high-value procurement services.

Table 1
Contracts and purchase orders established by the Regional Procurement Office, 2010/11 to 2015/16

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

	2010/11	*2011/12*	*2012/13*	*2013/14*	*2014/15*	*2015/16*	*Total*	*Share (percentage)*
Mission-specific contracts/purchase orders								
Tier 1	27 459.2	42 102.2	102 307.3	83 639.1	76 547.5	25 684.9	357 740.2	85.1
Tier 2	515.4	12 734.7	18 035.0	6 677.8	13 868.8	5 716.6	57 548.3	13.7
Tier 3	–	–	1 315.1	–	–	–	1 315.1	0.3
Tier 4	–	–	–	–	–	3 538.1	3 538.1	0.8
Subtotal	27 974.6	54 836.9	121 657.4	90 316.9	90 416.3	34 939.6	420 141.7	100.0
Regional systems contracts								
All tiers	–	50 959.7	61,770.3	130 933.9	56,956.3	21 583.8	322 204.0	–
Grand total	**27 974.6**	**105 796.6**	**183 427.7**	**221 250.8**	**147 372.6**	**56 523.4**	**742 345.7**	–

Note:
Tier 1: UNAMID, UNMISS, UNSOS, MONUSCO, UNISFA, MINUSCA, MINURSO and BNUB
Tier 2: Regional Service Centre in Entebbe and MONUSCO Entebbe Support Base
Tier 3: MINUSMA, UNMIL, UNIFIL, International Residual Mechanism for Criminal Tribunals, UNIOGBIS, UNOCA, UNOCI and UNOWA
Tier 4: Office for the Coordination of Humanitarian Affairs of the Secretariat, UNEP and the United Nations Human Settlements Programme.

13. While the larger share of the services of the Regional Procurement Office is dedicated to peacekeeping missions under tier 1, the Office also provides support to other missions and United Nations entities, as shown in table 1 above. The Office processes and establishes mid- and long-term contracts, which are usually valid for three to five years. Procurement exercises open opportunities to new vendors and service providers in the region and beyond. The clients under the four tiers above can use regional systems contracts established by the Office, as appropriate.

B. Planning assumptions and mission support initiatives

14. The strategic goal of the Regional Procurement Office is to provide efficient, effective and scalable client-oriented procurement services to client missions in the central and eastern African regions, with a commitment to meeting stakeholders' expectations by supporting United Nations peace operations in a changing and challenging global environment.

15. Key activities include establishing regional systems contracts under joint acquisition plans, mission-specific contracts, conducting business seminars, promoting vendor outreach and registration in developing countries and those with economies in transition and conducting training, including train-the-trainer for local commercial communities and national chambers of commerce in African countries. The Office will continue proactive consultations with stakeholder missions with a view to achieving higher implementation rates for regional systems contracts. It will

also expand specialized, instructor-led procurement training and workshops for client missions in line with its objective of serving as a common professional procurement training hub.

16. As outlined in the governance model and framework policy for the Regional Procurement Office, the primary focus of the Office is on regional requirements, with assistance to participating missions on mission-specific needs upon request or when the Procurement Division determines that the requirements would be more appropriately processed by the Office. Currently, the assignment of mission-specific contracts between the Office and the Procurement Division is based on expertise and workload considerations, as well as consideration of the regional supplier base.

17. The Office is expected to assume an expanded and active role in regional acquisition planning to mitigate the risk of gaps or duplications and to ensure better alignment to the global plan. In close consultation with the Department of Field Support and the Procurement Division at Headquarters, as well as key clients, the Office aims to formulate a workable and purposeful regional acquisition plan and strategy, which would in turn enhance clarity in defining the roles and responsibilities among the Office, the Procurement Division and the mission procurement components.

C. Regional mission cooperation

18. The Office is supported by MONUSCO, as the landlord of the Entebbe Support Base site and as a provider of support services under an operating-level agreement. Base-wide improvement projects at the MONUSCO Entebbe Support Base continue, and the tenants, including the Office, are charged for actual services according to their standard rates.

19. The formalization of standing arrangements for a cost-recovery mechanism under an operating-level agreement between MONUSCO and the tenants of the Entebbe Support Base is under development. The Regional Procurement Office reflects its share of funding for services and projects provided by MONUSCO within its budgeted resource requirements.

D. Results-based-budgeting framework

20. The results-based-budgeting framework for the Regional Procurement Office in Entebbe for the 2017/18 period is set out below. During the budget period, the Office will contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. The list of indicators of achievement reflects the progress of the Office in achieving planned results, as an integrated office within the Procurement Division.

Expected accomplishments	*Indicators of achievement*
1.1 Increased efficiency and effectiveness of procurement operations in central and eastern African peacekeeping operations	1.1 Processing of vendor registration requests for basic and level-1 vendors within 4 days 1.2 Upon approval of the award recommendation, effect contract award/ signature within 10 days 1.3 Commercial evaluation completed within 12 days for request for proposal and 6 days for invitation to bid 1.4 Rate of vendor response to competitive solicitations improved to 40 per cent

Outputs

- Issuance of 6 regional systems contracts including amendments, 25 mission-specific contracts including amendments and 50 purchase orders in support of regional client missions
- Conduct two sales and dispose 100 per cent of all written-off United Nations assets for five peacekeeping operations
- Participate and support business seminars in two central and eastern African countries and register 100 new vendors as United Nations suppliers
- Follow up on applications for registration in the United Nations Global Marketplace with all vendors that submitted expressions of interest within 10 working days
- Assist with review and evaluate 100 applications for registration in the United Nations Global Marketplace at the basic level and level 1
- 25 new international tenders launched in support of regional client missions for the entire range of engineering support, supply, freight forwarding/third party logistics and other services
- 10 site visits, bidders' conferences and contract negotiations prior to contract award for the new tenders launched
- Technical review and administrative support of 100 regional and mission-specific contracts in support of peacekeeping operations
- 16 staff of the Office and 25 regional client mission personnel receive training on procurement
- 12 monthly reports on status of procurement activities, utilization of contracts and vendor registration, among others, prepared and submitted to all client missions within the first 7 days of the month
- 4 bulletins covering best practices and lessons learned and shared among client missions on a quarterly basis

External factors

Vendors will participate in business seminars and apply for registration

E. Human resource requirements

21. At inception, in 2010, the staffing establishment of the Regional Procurement Office in Entebbe was predicated on the voluntary outposting of 36 vacant posts from the Procurement Division, MONUSCO, UNMIS, UNAMID and MINURCAT, to result in a cost-neutral mechanism to support the pilot Office. The actual

resources made available comprised 24 posts initially, with a further 2 posts from MINUSCA deployed in 2014 to provide additional mission-specific support, which gave an overall staffing level of 26 posts. During the subsequent years, 2 posts that had been provided by UNAMID and 2 posts that had been provided by MINUSCA were relocated back to the parent mission headquarters, while MONUSCO provided 1 additional post in 2016, resulting in the current staffing establishment of 23 posts in total. The human resources of the Office have not reached the originally intended level, despite the increasing number of missions in the region being served by the Office.

22. It is envisaged that the staffing level of the Regional Procurement Office for the 2017/18 period will be maintained at 23 posts (1 P-5, 3 P-4, 4 P-3, 3 Field Service, 3 National Professional Officers, 8 national General Service and 1 UNV), as shown in table 2 below. The staffing level has been regularly reported to the Regional Procurement Steering Group, which has supported the staffing requirements and recommended the regularization of the posts under the Procurement Division to provide for a sustainable resource management setup. The staffing is within the cost-neutral and scalable framework, in line with the original governance model established for the Office, endorsed by the Regional Procurement Steering Group.

Table 2
Staffing of the Regional Procurement Office for the 2017/18 period

	International staff						*National staff*				
	P-5	*P-4*	*P-3*	*P-2/1*	*FS*	*Subtotal*	*NPO*	*NGS*	*Subtotal*	*UNV*	***Total***
Contributed posts 2016/17	1	3	4	–	3	11	3	8	11	1	**23**
Contributed posts 2017/18	1	3	4	–	3	11	3	8	11	1	**23**
Net change	–	–	–	–	–	–	–	–	–	–	–

23. Detailed information on the posts contributed by missions to the Regional Procurement Office is provided in table 3 below.

Table 3
Distribution of posts by mission for the 2017/18 period

	International staff						*National staff*				
Missions	*P-5*	*P-4*	*P-3*	*P-2/1*	*FS*	*Subtotal*	*NPO*	*NGS*	*Subtotal*	*UNV*	***Total***
Support account	–	2	–	–	–	2	–	–	–	–	**2**
MONUSCO	–	1	1	–	1	3	–	2	2	1	**6**
UNAMID	–	–	1	–	–	1	–	4	4	–	**5**
UNMISS	–	–	2	–	2	4	3	2	5	–	**9**
UNSOS	1	–	–	–	–	1	–	–	–	–	**1**
Total	**1**	**3**	**4**	**–**	**3**	**11**	**3**	**8**	**11**	**1**	**23**

Abbreviations: FS, Field Service; NGS, National General Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

24. The Office is composed of the Office of the Chief (2 posts) and three units, overseen by the Office of the Chief, namely, the Engineering Unit (7 posts), the Supply, Freight Forwarding and Transport Unit (9 posts) and the Procurement Management Unit (5 posts). Each of the units is headed by a Team Leader at the P-4 level.

Office of the Chief of the Regional Procurement Office (2 posts)

25. The Chief of the Regional Procurement Office (P-5) supervises three units, all headed by a Team Leader at the P-4 level. The procurement projects assigned to the Office are multimillion dollar complex contracts, the majority of which require review by the Headquarters Committee on Contracts. The Chief also acts as a regional representative of the Procurement Division and interacts with senior representatives from Governments in the region. In the context of supply chain management implementation, it is envisaged that the Office will assume a broadened role in regional acquisition planning, and strategic work will be expected from the Office. The Chief will be supported by one Administrative Assistant (national General Service), who carries out the administrative functions for the entire Office.

Engineering Unit (7 posts)

26. The Engineering Unit is headed by a Procurement Officer (Team Leader) (P-4) and includes one Procurement Officer (P-3), one Procurement Officer (National Professional Officer) and four Procurement Assistants (national General Service). The Unit is primarily responsible for establishing all regional systems contracts and mission-specific requirements related to construction, facility management, security, sale/disposal, maintenance contracts, construction, workshops, electrical materials/supplies and rental leases.

Supply, Freight Forwarding and Transport Unit (9 posts)

27. The Supply, Freight Forwarding and Transport Unit is headed by a Procurement Officer (Team Leader) (P-4) and includes two Procurement Officers (P-3), three Procurement Assistants (Field Service), one Procurement Officer (National Professional Officer) and two Procurement Assistants (national General Service). The Unit is primarily responsible for establishing regional systems contracts and mission-specific requirements related to supply commodities, service contracts, freight forwarding and third-party logistics contracts, catering services and various supplies.

28. The requirements handled by the Engineering Unit and the Supply, Freight Forwarding and Transport Unit are complex, multimillion dollar procurement cases, which require close coordination with clients, contract negotiations, report-writing and diligent review and clearance of procurement documents. The units are responsible for all tasks, starting from the assignment of the case until the contracts are awarded.

Procurement Management Unit (5 posts)

29. This Unit is headed by a Procurement Officer (Team Leader) (P-4) and includes one Procurement Officer (P-3), one Procurement Officer (National

Professional Officer), one Administrative Assistant (national General Service) and one Procurement Assistant (UNV). In addition to strengthening the Office's internal management controls, the unit assists with such activities as human resources management (recruitment, acting as hiring managers for Inspira), performance management and budget implementation. The unit also provides procurement-related support such as managing the regional acquisition plan and monitoring its implementation; conducting quality assurance, risk management and compliance monitoring functions for the Office; conducting assisted vendor registration and management service to increase the basic and level 1 regional vendor base; conducting business seminars, events and meetings in support of the outreach to regional vendors; organizing training activities and workshops; acting as the focal point during audits (Board of Auditors and Office of Internal Oversight Services) and coordinating the implementation of audit recommendations; serving as the Tender Opening Committee; maintaining data and preparing reports for Headquarters, missions and other parties; organizing meetings attended by high-level officials and senior representatives of vendors (Regional Procurement Steering Group, business seminars, workshops), including the preparation of minutes and keeping records. While the unit does not undertake direct procurement exercises, it is an integral and critical part of the Office. The size reflects the number and diversity of responsibilities and associated complexities involved.

II. Financial resources

A. Overall

30. The resource requirements for the Office for the period from 1 July 2017 to 30 June 2018 are estimated at $2,414,200 (gross) as provided in tables 4 and 5 below.

Table 4
Estimated resource requirements by category of expenditure for the 2017/18 period

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Category	*Cost estimates (2017/18)*
Civilian personnel	
International staff	1 692.7
National staff	399.1
United Nations Volunteers	28.0
Subtotal	**2 119.8**
Operational costs	
Official travel	50.3
Facilities and infrastructure	64.0
Ground transportation	70.4
Communications	17.8
Information technology	40.8
Medical	2.3
Other supplies, services and equipment	48.8
Subtotal	**294.4**
Gross requirements	**2 414.2**
Staff assessment income	(247.4)
Net requirements	**2 166.8**
Voluntary contributions in kind	–
Total requirements	**2 166.8**

Table 5
Distribution of resource requirements by mission
(Thousands of United States dollars)

	Cost estimates (2017/18)					
	MONUSCO	*UNAMID*	*UNMISS*	*UNSOS*	*Support account*	*Total*
Civilian personnel						
International staff	449.1	149.1	529.2	196.2	369.1	1 692.7
National staff	54.8	109.7	234.6	–	–	399.1
United Nations Volunteers	28.0	–	–	–	–	28.0
Subtotal	**531.9**	**258.8**	**763.8**	**196.2**	**369.1**	**2 119.8**
Operational costs						
Official travel	12.6	12.6	12.6	12.5	–	50.3
Facilities and infrastructure	16.0	16.0	16.0	16.0	–	64.0
Ground transportation	17.6	17.6	17.6	17.6	–	70.4
Communications	4.5	4.4	4.5	4.4	–	17.8
Information technology	10.2	10.2	10.2	10.2	–	40.8
Medical services	0.6	0.6	0.6	0.5	–	2.3
Other supplies, services and equipment	12.2	12.2	12.2	12.2	–	48.8
Subtotal	**73.7**	**73.6**	**73.7**	**73.4**	**–**	**294.4**
Gross requirements	**605.6**	**332.4**	**837.5**	**269.6**	**369.1**	**2 414.2**
Staff assessment income	(55.3)	(31.9)	(96.8)	(22.4)	(41.0)	(247.4)
Net requirements	**550.3**	**300.5**	**740.7**	**247.2**	**328.1**	**2 166.8**
Voluntary contributions in kind	–	–	–	–	–	–
Total requirements	**605.6**	**332.4**	**837.5**	**269.6**	**369.1**	**2 414.2**

B. Vacancy factors

31. The cost estimates for the period from 1 July 2017 to 30 June 2018 take into account the following vacancy factors:

(Percentage)

Category	*Projected 2017/18*
Civilian personnel	
International staff	12.0
National staff	
National Professional Officer	25.0
National General Service staff	6.0
United Nations Volunteer	50.0

32. The vacancy factors are calculated on the basis of historical recruitment patterns of the Regional Procurement Office and anticipated recruitment activities.

C. Training

33. The estimated resource requirements of the Regional Procurement Office for the period from 1 July 2017 to 30 June 2018 do not include provision for training. Ad hoc training fees will be covered by the budget of the Procurement Division under the support account for peacekeeping operations.

III. Analysis of resource requirements[a]

	Cost estimates
International staff	$1 692.7

34. The provision reflects requirements for 11 international staff. Estimates take into account a vacancy factor of 12 per cent.

	Cost estimates
National staff	$399.1

35. The provision reflects requirements for 11 national staff. Estimates take into account a vacancy factor of 25.0 per cent for National Professional Officers and 6.0 per cent for national General Service staff.

	Cost estimates
United Nations Volunteers	$28.0

36. The provision reflects requirements for the UNV. Estimates take into account a vacancy factor of 50.0 per cent.

[a] Amounts are expressed in thousands of United States dollars.

	Cost estimates
Official travel	$50.3

37. The provision includes requirements for non-training travel to attend an annual conference in New York; meetings with requisitioners on regional acquisition plans; bidders' conferences and to finalize solicitation documents; business seminars; a meeting with contractors on procurement support-related activities; and a mission visit to provide training.

	Cost estimates
Facilities and infrastructure	$64.0

38. The provision includes requirements for the archiving activities in respect of procurement records and common service costs such as water, electricity, sewer, garbage, janitorial, pest control and security guards, including contributions to services provided under the framework of the Department of Safety and Security, alteration and renovation services, generator fuel, furniture and office supplies.

	Cost estimates
Ground transportation	$70.4

39. The provision includes requirements for the acquisition of two vehicles, one for transportation outside the Base and one for internal transportation to meet vendor representatives and visitors and attend meetings, as well as vehicle dispatch services for the 23 staff of the Office.

	Cost estimates
Communications	$17.8

40. The provision includes requirements for mobile telephone services for the Chief and the three Team Leaders, as well as landline services provided by the Base for the remaining 23 staff.

	Cost estimates
Information technology	$40.8

41. The provision includes requirements for personal computing devices, fax machines, contribution to information and communications technology support provided by the Base, and toners for printers and faxes.

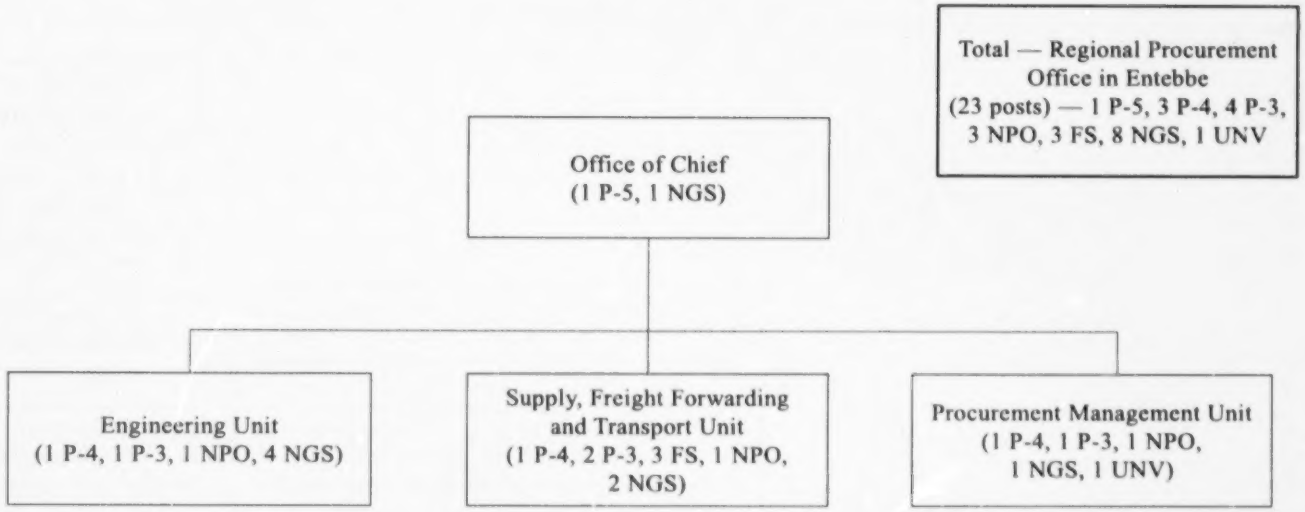
	Cost estimates
Medical	$2.3

42. The provision includes requirements for medical services at the Base for the 23 staff.

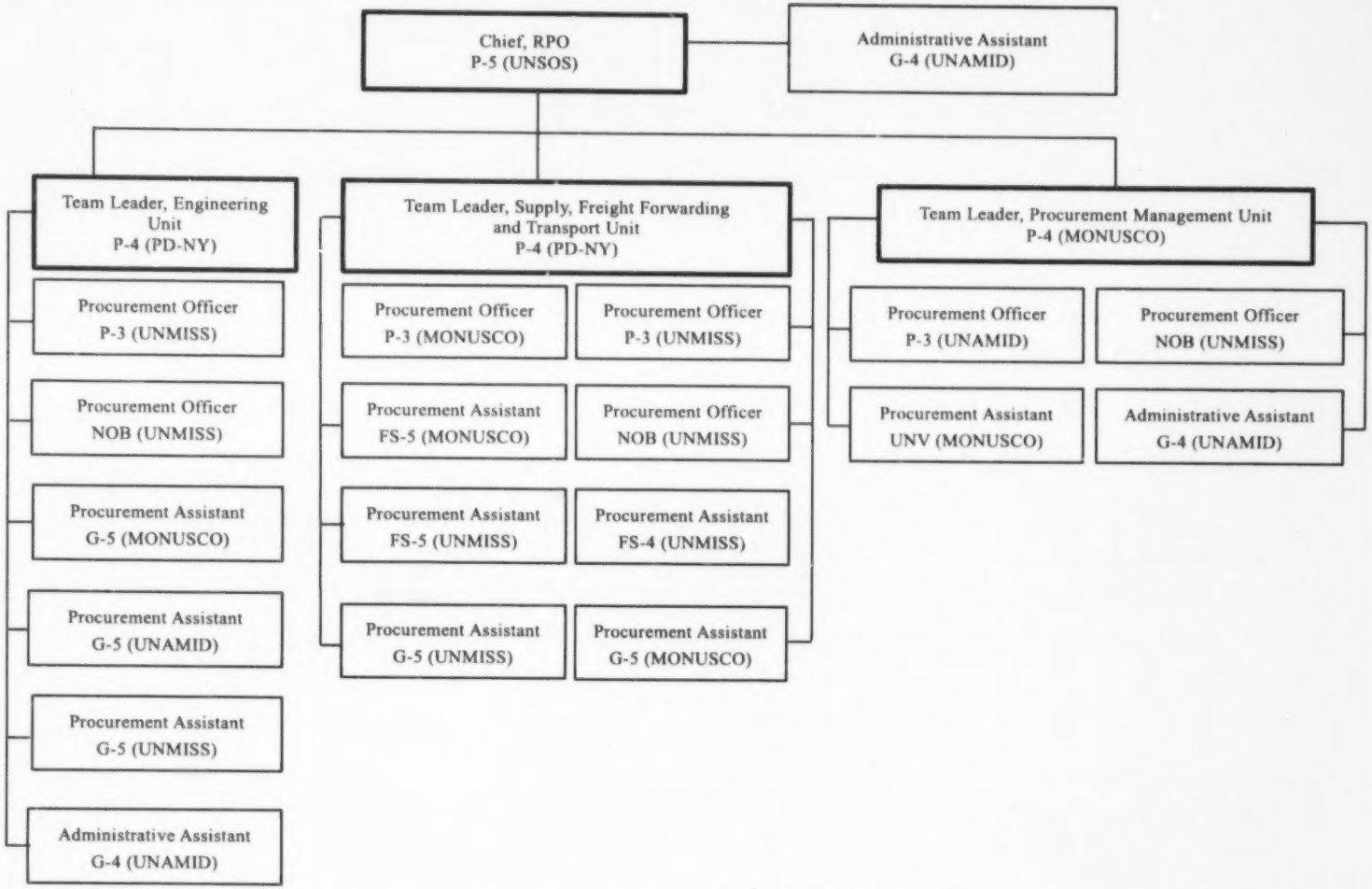
	Cost estimates
Other supplies, services and equipment	$48.8

43. The provision includes requirements for conference services in support of three meetings of the Regional Procurement Steering Committee, mail and pouch service, courier services for sending procurement documents, and advertisements in national and regional newspapers.

Regional Procurement Office in Entebbe: organizational structure, 2017/18


Total — Regional Procurement Office in Entebbe (23 posts) — 1 P-5, 3 P-4, 4 P-3, 3 NPO, 3 FS, 8 NGS, 1 UNV
Office of Chief (1 P-5, 1 NGS)
Engineering Unit (1 P-4, 1 P-3, 1 NPO, 4 NGS)
Supply, Freight Forwarding and Transport Unit (1 P-4, 2 P-3, 3 FS, 1 NPO, 2 NGS)
Procurement Management Unit (1 P-4, 1 P-3, 1 NPO, 1 NGS, 1 UNV)

Regional Procurement Office in Entebbe: breakdown of posts, 2017/18 period



Abbreviations: FS, Field Service; NGS, national General Service; NOB, National Professional Officer, level B; NPO, National Professional Officer; PD-NY, Procurement Division, New York; RPO, Regional Procurement Office; UNV, United Nations Volunteer.

Annex XIV

Budget performance of the Regional Service Centre in Entebbe, Uganda, for the period from 1 July 2015 to 30 June 2016

Summary

The present annex details the total expenditure for the Regional Service Centre in Entebbe, Uganda, for the financial period from 1 July 2015 to 30 June 2016, which has been linked to the objectives of the Centre through a number of results-based-budgeting frameworks.

The Regional Service Centre in Entebbe incurred $29.8 million in expenditures for the reporting period, representing a resource utilization rate of 83.7 per cent (compared with $38.6 million in expenditures in the prior period, representing a resource utilization rate of 87.3 per cent).

The decreased requirements under civilian personnel ($2.3 million) were attributable primarily to the lower incumbency level for international staff and National Professional Officers, the reduction in the post adjustment multiplier for Entebbe to 27 per cent compared with the budgeted rate of 35.4 per cent and the appreciation of the United States dollar against the Ugandan shilling, offset in part by the lower vacancy rate for national General Service and the increase in net salary for national staff of 19.2 per cent and 31.4 per cent for National Professional Officer and national General Service staff, respectively, on the basis of the revised salary scales effective 1 August 2015.

The decreased requirements under operational costs ($3.5 million) were due mainly to the cancellation of planned acquisitions of communication and information technology equipment owing to the transfer of equipment received from UNMEER following its closing, offset by the additional requirements to complete delayed construction projects of the Centre's office facilities.

Performance of financial resources

(Thousands of United States dollars. Budget year is from 1 July 2015 to 30 June 2016.)

			Variance	
Category	*Apportionment*	*Expenditure*	*Amount*	*Percentage*
Civilian personnel	20 343.3	18 076.8	2 266.5	11.1
Operational costs	15 213.1	11 682.6	3 530.5	23.2
Gross requirements	**35 556.4**	**29 759.4**	**5 797.0**	**16.3**
Staff assessment income	2 271.4	1 963.2	308.2	13.6
Net requirements	**33 285.0**	**27 796.2**	**5 488.8**	**16.5**
Voluntary contributions in kind (budgeted)	–	–	–	–
Total requirements	**35 556.4**	**29 759.4**	**5 797.0**	**16.3**

The incumbency level for national General Service staff increased compared with the prior period but was offset by the lower level of incumbency for international staff, National Professional Officers and United Nations Volunteers (UNV).

Human resources incumbency performance

Category	*Vacancy rate 2014/15 (percentage)*[a]	*Approved 2015/16*[b]	*Actual 2015/16 (average)*	*Vacancy rate 2015/16 (percentage)*[a]
International staff	13.5	135	110	18.5
National staff				
National Professional Officer	84.6	30	5	83.3
National General Service	11.7	215	198	7.9
United Nations Volunteers	9.0	6	3	50.0

[a] Based on monthly incumbency and approved monthly strength.
[b] Represents the highest level of authorized strength.

I. Introduction

1. The Regional Service Centre in Entebbe, Uganda, was established in July 2010 to serve the client missions in the East Africa region. The client missions of the Centre during the 2015/16 period were MONUSCO, UNAMID, UNMISS, MINUSCA, UNSOS, UNISFA, UNSOM, MENUB, UNOCA, UNOAU, the Office of the Special Envoy of the Secretary-General for the Great Lakes Region, the Monitoring Group on Somalia and Eritrea and the Office of the Special Adviser to the Secretary-General on Conflict Prevention, including in Burundi.

2. The General Assembly, in its resolution 65/289, requested the Secretary-General to provide, on an annual basis and in a consolidated manner, information on financial and human resources provided by client missions to the Regional Service Centre. The present annex provides a summary of the performance of the Centre during the 2015/16 financial period and details on expenditures by each client mission as reflected in the performance reports of the respective missions.

3. In its resolution 69/307, the General Assembly decided to give the Regional Service Centre in Entebbe operational and managerial independence and that, for the 2016/17 financial period, the Centre would submit individual reports on its budget and budget performance to the Assembly. In its resolution 70/289, the General Assembly reiterated and extended its previous decision such that all future resource proposals for the Regional Service Centre would be presented in individual budget reports. Consequently, the present annex will be the last to be submitted in the context of the overview report on the financing of the United Nations peacekeeping operations.

II. Mandate performance

4. In the 2015/16 financial period, the Regional Service Centre in Entebbe continued to stabilize its service delivery model and improve service delivery performance. The Centre implemented new human resources and finance processes, including the roll-out of Umoja cluster 4 in November 2015. In preparation for the roll-out of cluster 5, the Centre established a deployment team to coordinate all site readiness activities, project plan timelines, scope and change impact, data cleansing and collection, user access mapping, communication, training, information technology infrastructure, ramp-up and production support.

5. With the maturity of the Centre, its staffing structure was aligned with the changing requirements of its client missions. The civilian staffing review during the 2014/15 financial period resulted in the post realignment process, including the nationalization of 68 Field Service posts to be implemented over a two-year period starting in July 2015 in accordance with resolution 69/307.

A. Progress in mandate implementation

6. During the 2015/16 financial period, the Regional Service Centre in Entebbe made progress in stabilizing administrative functions transferred to the Centre in prior periods. The Centre added the Office of the Special Adviser to the Secretary-

General on Conflict Prevention, including in Burundi and UNOCA as new client missions and supported the closing and liquidation of UNMEER and MENUB, servicing those client missions from within its approved resources for the reporting period.

7. In November 2015, the Regional Service Centre successfully rolled out Umoja cluster 4 (human resources management, travel and payroll for international staff). The Centre was involved in an extensive data cleansing process, training and role mapping for human resource, travel and other activities and played a major role in successfully supporting client missions through that change process, given that the Centre was administering 60 per cent of all international staff in peacekeeping operations.

8. Following the implementation of Umoja cluster 4, the Regional Service Centre, together with the Chiefs of Human Resources and the Chief Budget and Finance Officers of client missions, refined its operating model in terms of the division of roles and responsibilities.

9. Prior to the launch of cluster 4, the Centre's service delivery model for the support of international staff included benefits administration, contract extension, the processing of travel-related services including claims, the release of the local portion of salaries that are disbursed in local accounts, and the processing of deductions from salaries for services that international staff receive in the missions, such as accommodation. With the launch of cluster 4, all those functions remained under the responsibility of the Centre with the exception of the processing of the local portion of international staff salaries to be disbursed in local accounts and the processing of assignment and relocation grants. With the launch of cluster 4, the processing of assignment and relocation grants for all field operations was centralized in Headquarters.

10. In March 2016, the processing of off-cycle payment of assignment and relocation grants for international staff was transferred to the Regional Service Centre for all missions in Africa. In the last quarter of the 2015/16 financial period, preparations were also made for the transfer to the Centre of MINUSMA as a client from 1 July 2016; the transfer of national staff administration functions for all client missions from 1 July 2016; and the centralization of payroll functions for national staff and individual uniformed personnel for all Africa peacekeeping and special political missions from 1 July 2016. Those preparations involved project teams engaging with new client populations, communications regarding the change management process, and a visit to the MINUSMA back office in UNOCI. Table 1 below provides a chronological summary of the additional functions transferred to the Regional Service Centre.

Table 1
Additional functions transferred to the Regional Service Centre in Entebbe

Function	*Date*	*Description*
Processing of off-cycle payment of assignment grants and relocation grants	24 March2016	Off-cycle payment of assignment grant and relocation grant payments processing for international staff in all Africa missions transferred to the Regional Service Centre in Entebbe
MINUSMA: Human resources, finance and travel functions	1 July 2016	MINUSMA became a Regional Service Centre client mission. A total of 35 posts were transferred to the Centre from the Abidjan back office
National staff administration	1 July2016	Administration of human resources functions for all national staff in client missions transferred to the Regional Service Centre. UNISFA was piloted in May and MONUSCO in June before the functions were assumed in July
Centralization of payroll functions	1 July 2016	Assumed payroll functions for all national staff and individual uniformed personnel in all Africa missions, including existing client missions.

11. During the reporting period, 34 out of the 68 Field Service posts were nationalized. The remaining 34 will be nationalized in the 2016/17 financial period, with plans for further nationalization to be developed over the next three financial periods. The Regional Service Centre enhanced its outreach programme to attract qualified Ugandan staff as National Professional Officers, using social media and print media advertisements. The human resources team has also been working on the implementation of an electronic recruitment testing system aimed at facilitating the administration of technical tests to a significant number of candidates.

12. While Uganda has been relatively stable and the elections were conducted peacefully with only four days of work disrupted, the operations of the Regional Service Centre were affected indirectly by the political instability experienced by some of its client missions, including the Central African Republic (MINUSCA) and South Sudan (UNMISS), resulting in frequent changes in demands that required swift responses from the Centre. The additional support provided for the closure of UNMEER and MENUB and the new client missions, the Office of the Special Adviser to the Secretary-General on Conflict Prevention, including in Burundi and UNOCA, was provided using the existing staff capacity of the Centre.

13. The East Africa Corridor pilot project, which was launched in April 2016 under the umbrella of the supply chain management initiative, focuses on six peacekeeping missions in eastern Africa, namely, MINUSCA, MONUSCO, UNAMID, UNISFA, UNMISS and UNSOS. The pilot will test the end-to-end approach to the supply chain through coordinated planning, sourcing and delivery processes for six commodities with high-volume consumption (cement, furniture, air conditioners, electrical cables, printing and writing paper, and household linens and bedding). A project team has been established with representatives from the

Regional Service Centre's Transportation and Movements Integrated Control Centre, the Regional Procurement Office and the MONUSCO Entebbe Support Base. Statements of work for several systems contracts to support the project have been developed and are currently under review by the project team and the Logistics Support Division in the Department of Field Support. It is estimated that by the first quarter of 2017, new contracts will be in place and a test run of the end-to-end supply chain for the selected commodities in the regional context will commence, which will inform further efforts to improve regional synergies for the supply chain of the missions in the East and Central Africa region, as well as for other regions.

B. Mission support initiatives

14. During the reporting period, two regional innovation laboratory initiatives were established, namely, the radio interoperability system and long-term evolution. Both initiatives were undertaken under the coordination of the Information and Communications Technology Division of the Department of Field Support. The Regional Information and Communications Technology Service provided regional coordination and oversight to maximize inter-mission collaboration and ensure the standardization of service. The radio interoperability system allows interoperability among diverse types of communication equipment, while long-term evolution enables high-speed, high-capacity voice, video and data transmissions in adverse environments. A business case for the radio interoperability system was prepared by the Regional Information and Communications Technology Service, and tests were completed during the reporting period. The long-term evolution technology initiative is still undergoing feasibility assessments.

15. The implementation of Umoja cluster 4 in the Regional Service Centre has streamlined transactions processing and will allow better tracking of activities and improvement in internal controls. The roll-out of the human resources module for international staff replaced legacy systems for travel, time and attendance, and the administration of benefits and entitlements, and has consolidated those functions into a single platform where staff members maintain their personal information and create requests using the Umoja Employee Self-Service portal.

16. During the reporting period, the Regional Service Centre maintained its operational relationship with MONUSCO as a tenant of the Entebbe Support Base. MONUSCO provides support services, including utilities, maintenance and security, under an operational-level agreement. Further progress was made on the construction of the Centre's permanent accommodation, with office buildings 1 and 2 completed on 30 September 2015. The project plan for the Regional Service Centre construction was scheduled on a sequential implementation. The contract for the construction of the Regional Training and Conferencing Centre (Centre 1) was awarded on 27 August 2014, with a construction commencement date of October 2014. However, given the significant delays in the completion of the two office buildings (Regional Service Centre 1 and 2), the space allocated for the Training Centre could not be made available for the vendor, and the start date for the Regional Training and Conferencing Centre 1 project was deferred to 1 July 2015. The project was substantially completed during the reporting period, and the occupational permit from the local municipal council was issued in July 2016 followed by an official opening.

C. Results-based-budgeting frameworks

Expected accomplishment 1.1: Fully functioning Regional Service Centre in line with the global field support strategy

Planned indicators of achievement	*Actual indicators of achievement*
1.1.1 Achievement of targets for all key performance indicators included in the service-level agreements with client missions (2014/15: not applicable; 2015/16: 75 per cent)	30 per cent. The target was achieved for 11 of the 37 measurable key performance indicators during the reporting period. A two-week freeze owing to the launch of Umoja Extension 1 impacted timelines for travel management, cashier, education grants and relocation and assignment grants and the related key performance indicators. The Regional Service Centre added the Office of the Special Adviser to the Secretary-General on Conflict Prevention, including in Burundi as a client and supported the liquidation of UNMEER and MENUB. The Centre also undertook preparations for taking on additional administrative functions for some of its existing client missions, such as benefits and payroll for national staff for UNSOS and UNSOM, which were undertaken with existing approved resources. This additional workload had an impact on performance against key performance indicators, many of which are time-related
1.1.2 Improvement of key performance indicators (included in the service level agreements with client missions) over prior year results (2015/16: 84 per cent)	32 per cent. Of the 37 key performance indicators measured, 12 improved their performance compared with the 2014/15 period. Overall, 62 per cent of key performance indicators were either achieved or improved performance compared with the prior year
1.1.3 Increased level of client queries receiving a response within 48 hours (2014/15: not applicable; 2015/16: 80 per cent)	Achieved. 82 per cent of client queries received a response within 48 hours
1.1.4 Successful implementation of Umoja Extension 1 and the roll-out of cluster four and five	Achieved. Umoja Extension 1, cluster 4 roll-out for 4,500 international staff in the Regional Service Centre and its client missions. Project plan timelines and quality benchmarks related to different implementation stages of the project such as process scope and change impact, data cleansing and collection, user access mapping, communication, training, information technology infrastructure readiness, ramp-up and production support were put in place for the preparation of the Umoja cluster 5 roll-out, which was originally planned for April 2016 but postponed to November 2016

Planned outputs	Completed (number or yes/no)	Remarks
Provision of 12 monthly reports on service delivery performance to client missions	4	Monthly reports were provided for July, August, September and October 2015. With the deployment of Umoja Extension 1 in November 2015, there were challenges with retrieving appropriate data to support the measuring and reporting on key performance indicators, which were resolved by the end of the financial period, and an annual report was issued for the period from July 2015 to June 2016
Service-level agreements agreed and in force with all client missions and operational-level agreement maintained with MONUSCO	Yes	A standard service-level agreement, which applies to all client missions, has been agreed. The human resource, finance and travel annexes, which outline the division of roles between the Regional Service Centre and its clients, were revised during a workshop held in January 2016 and were subsequently approved at the 32nd meeting of the Regional Service Centre Steering Committee, held in February 2016. The operational-level agreement with MONUSCO remained in force during the period
Response to customer service queries from 14 client missions	Yes	16,224 queries for UNAMID (4,193), MONUSCO (3,985), UNMISS (2,738), MINUSCA (2,724), UNSOS (476), UNISFA (440), UNSOM (127), UNMEER (71), MENUB (44), UNOCA (42), Special Envoy of the Secretary-General (24), BNUB (1), UNOAU (19); as well as UNOCI (133), MINUSMA (367) and other non-Regional Service Centre clients (840)
Completion of all activities in the Umoja readiness project	Yes	The Centre developed and implemented its own project plan based on the Organization-wide Umoja cluster 4 project plan in preparation for the roll-out. The Centre's plan detailed activities to be completed within set timelines, to ensure the readiness of the Centre for the roll-out. In addition, quality benchmarks were put in place to assess the readiness of the Centre's clients and service lines in order to proceed to the next phase of the deployment. The completion of activities and the passing of the milestones were monitored by the Department of Field Support on a weekly basis until deployment

Maintenance and testing of the organizational resilience plan	Yes	A list of critical staff has been prepared and trial tests have been conducted to assess the critical operational readiness of the Centre and establish minimum operating standards for the creation of the business continuity plan and the risk management plan
12 monthly post incumbency reports, relating to the Regional Service Centre and its Client Missions, sent to the Clients of the Centre	Yes	12 monthly post incumbency reports were sent to client missions and to the Field Personnel Division, Department of Field Support
Implementation of audit recommendations made by the Board of Auditors	No	Of the 16 recommendations that were under implementation during the 2015/16 period, 8 have been closed, while 8 remain under implementation and are ongoing

Expected accomplishment 2.1: Effective and efficient finance services to clients

Planned indicators of achievement	*Actual indicators of achievement*
2.1.1 Maintenance of the time required to pay valid vendor invoices within 27 days (2013/14: 98 per cent; 2014/15: 98 per cent; 2015/16: 98 per cent)	99 per cent of commercial vendor invoices were processed within 27 days
2.1.2 Maintenance of prompt payment discounts obtained from vendors (2013/14: 92 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)	96 per cent of prompt payment discounts obtained from vendors. The target of 100 per cent could not be achieved owing to delays in the certification of invoices and the receipt of funds by the Centre to process payments within the agreed timeline. The missions were informed of such instances
2.1.3 Maintenance of the time required to process personnel claims (including posting in the financial system) within 21 working days (2013/14: 30 per cent; 2014/15: 98 per cent; 2015/16: 75 per cent)	59 per cent of personnel claims were processed within 21 working days. This is mainly due to increased processing times for these transactions during the deployment of Umoja Extension 1 while systems and procedures were being stabilized
2.1.4 Maintenance of the time required to process payroll-related payments before the monthly due date (2013/14: not applicable; 2014/15: not applicable; 2015/16: 100 per cent)	98 per cent of payroll-related payments were processed before the monthly due date. In other instances, owing to the lack of banking details of payees, payments had to be blocked and released once the bank details were edited
2.1.5 Maintenance of the time required to process non-payroll-related payments within 3 working days after the run of automatic payments (2013/14: not applicable; 2014/15: not applicable; 2015/16: 85 per cent)	Achieved. 92 per cent of non-payroll-related payments were processed within 3 working days
2.1.6 Maintenance of customer satisfaction level for finance services (claims, vendor and payroll services) (2013/14: 42 per cent; 2014/15: 80 per cent; 2015/16: 80 per cent)	An average of 74 per cent of customers were satisfied with financial services (claims, vendor and payroll services) during the period

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Processing of 21,659 vendor payments (including 8,251 for UNMISS, 4,126 for MINUSCA, 3,872 for MONUSCO, 2,492 for UNAMID, 1,945 for UNSOA and UNSOM and 973 for UNISFA)	37,300	Payment of vendor invoices, including UNMISS (9,125), UNSOS/UNSOA (8,567), MONUSCO (7,889), MINUSCA (4,833), UNAMID (3,962), UNISFA (1,851), MENUB (487), UNMEER (287), UNOCA (145), UNSOM (124) and others (437). The increase is due to the transfer of local vendors and prompt payment discount invoice processing functions from MONUSCO, UNAMID, UNISFA and UNSOS/UNSOM to the Centre
Payment of 58,285 personnel claims (including 22,246 for MONUSCO, 14,070 for UNAMID, 7,667 for UNMISS, 6,660 for UNSOA and UNSOM, 3,834 for MINUSCA, 3,330 for UNISFA and 478 from MENUB)	30,340	Payment of personnel claims (including for MONUSCO (12,720), UNAMID (6,529), UNMISS (5,298), MINUSCA (2,786), UNSOS/UNSOA (1,278), UNISFA (650), UNSOM (507) and others (572)) The reduced output is mainly due to the fact that claims for security reimbursement for international personnel are now processed as a one-time payroll action in the system as opposed to monthly and quarterly submissions

Expected accomplishment 2.2: Effective and efficient education grant processing support to clients

Planned indicators of achievement	*Actual indicators of achievement*
2.2.1 Percentage of education grant requests (claims and advances) processed in four weeks (2013/14: not applicable; 2014/15: not applicable; 2015/16: 96 per cent)	62 per cent of education grant requests processed in 4 weeks. The main reason for the lower achievement is attributable to the delayed implementation of the relevant component of Umoja Extension 1, which was postponed from November to December 2015, as well as technical challenges with the deployed education grant solution in Umoja (such as incorrect proration for incomplete school years) causing a backlog of claims for 1.5 months. In addition, the available time for processing of education grants has been reduced by 25 per cent given that claims and advances cannot be processed during the monthly payroll freeze period, which lasts from 3 to 5 working days
2.2.2 Percentage of non-compliant education grant requests (claims and advances) returned within 14 days (2013/14: not applicable; 2014/15: not applicable; 2015/16: 90 per cent)	54 per cent of non-compliant education grant requests were returned within 14 days

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Processing of 6,126 education grant requests (claims and advances) returned (including 1,590 for MONUSCO, 1,063 from UNMISS, 1,818 from UNAMID, 5 from UNISFA, 292 from UNSOA and UNSOM, 231 from MINUSCA, 80 from MENUB and 1,047 from other United Nations entities)	6,033	Education grant requests (claims and advances) processed for MENUB (29), MINUSCA (623), MONUSCO (921), UNAMID (1,109), UNISFA (161), UNMISS (966), UNSOS/UNSOA (330), UNMEER (9), MINURSO (110), MINUSMA (632), UNOCI (402), Special Envoy of the Secretary-General (17), UNIOGBIS (54), UNMIL (340), UNOAU (46), UNOCA (12), Cameroon-Nigeria Mixed Commission (5), UNOWA (53), UNSMIL (133) and UNSOM (81)

Expected accomplishment 2.3: Effective and efficient travel support to clients

Planned indicators of achievement	*Actual indicators of achievement*
2.3.1 Maintenance of the time to process entitlement travel requests within 14 days (2013/14: 64 per cent; 2014/15: 98 per cent; 2015/16: 98 per cent)	91 per cent of the entitlement travel requests were processed within 14 days. During the period under review, the number of travel requests processed grew considerably. The achievement of this indicator has improved from the previous year; the processing of travel requests has become more efficient, given that all the information needed by processors to approve entitlement travels is available in the system
2.3.2 Maintenance of the time to issue tickets for official travel within 7 days (2013/14: 90 per cent; 2014/15: 98 per cent; 2015/16: 98 per cent)	77 per cent of the tickets for official travel were issued within 7 days. The delays were caused mainly by waiting time for visas and confirmations of itinerary by travellers for authorized itinerary and personal deviations. Delays were also caused by difficulties in booking seats, especially during the peak season
2.3.3 Compliance with the requirement to purchase tickets 16 calendar days or more in advance of official travel (2013/14: 36 per cent; 2014/15: 75 per cent; 2015/16: 75 per cent)	67 per cent of the tickets were purchased within 16 calendar days or more in advance of official travel. Non-achievement was due to internal delays in nominating staff for training/meetings, but also to unavoidable operational exigencies of missions. Some delays were caused by travellers not submitting their request for travel authorization in a timely manner
2.3.4 Maintenance of customers' satisfaction level with official and entitlement travel services (2013/14: 60 per cent; 2014/15: 90 per cent; 2015/16: 90 per cent)	Respondents showed a 60 per cent overall satisfaction with the official and entitlement travel services according to the results of the client survey conducted in May 2016. Following the implementation of Umoja, there have been some technical issues with the travel module, which may have affected clients' satisfaction level

Planned outputs	*Completed (number or yes/no)*	*Remarks*
16,386 airline tickets issued including civilian staff and uniformed personnel (including 3,094 for MONUSCO, 4,569 for UNAMID, 3,044 for UNMISS, 1,522 for MINUSCA, 464 for UNISFA, 1,680 for UNSOA, 638 for UNSOM, 1,029 for MINUSMA, 181 for the Somalia Eritrea Monitoring Group and 165 for the Special Envoy of the Secretary-General	15,583	Airline tickets issued to civilian staff and uniformed personnel of MENUB (170), MINUSCA (2,890), MONUSCO (3,567), UNAMID (4,195), UNISFA (1,111), UNMISS (3,127), UNSOS (330), UNSOM (81), UNMEER (79), Special Envoy of the Secretary-General (2), MINUSMA (7) and UNOCA (24)

Expected accomplishment 3.1: Effective and efficient check-in/check-out support to clients

Planned indicators of achievement	*Actual indicators of achievement*
3.1.1 Maintenance of the time required to complete international personnel check-ins within 2 days (2013/14: 86 per cent; 2014/15: 98 per cent; 2015/16: 98 per cent)	Achieved. 98 per cent of all check-ins for international staff were completed within 2 days
3.1.2 Maintenance of the time required to complete United Nations Volunteer check-ins within 2 days (2013/14: 95 per cent; 2014/15: 98 per cent; 2015/16: 98 per cent)	Achieved. 100 per cent of all check-ins for UNVs were completed within 2 days
3.1.3 Maintenance of the time required to complete uniformed personnel check-ins within 2 days (2013/14: 90 per cent; 2014/15: 98 per cent; 2015/16: 98 per cent)	97 per cent of all check-ins for uniformed personnel were completed within 2 days
3.1.4 Maintenance of the time required to complete international personnel check-outs within 1day (2013/14: 20 per cent; 2014/15: 98 per cent; 2015/16: 98 per cent)	84 per cent of all check-outs for international personnel were completed within 1 day. The shortfall was due to delays in the receipt of documentation from client missions. Given that the Regional Service Centre is the last actor in the check-out process, any prior delay in the process translates into a delay in the Centre's output
3.1.5 Maintenance of the time required to complete United Nations Volunteer check-outs within 1 day (2013/14: 5 per cent; 2014/15: 98 per cent; 2015/16: 98 per cent)	Achieved. 100 per cent of all check-outs for UNVs were completed within 1 day
3.1.6 Maintenance of the time required to complete uniformed personnel check-outs within 3 days (2013/14: 13 per cent; 2014/15: 98 per cent; 2015/16: 98 per cent)	89 per cent of all check-outs for uniformed personnel were completed within 3 days. The gap was due to delays in the receipt of check-out documents from client missions
3.1.7 Maintenance of customers' satisfaction level with check-in and check-out services (2013/14: 45 per cent; 2014/15: 90 per cent; 2015/16: 75 per cent)	56 per cent of the respondents showed an overall satisfaction with check-in and check-out services according to the results of the client survey conducted in May 2016

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Check-in and check-out of 1,337 civilian personnel, inclusive of international staff, United Nations Volunteers (including 420 from MINUSCA, 342 from UNAMID, 320 from MONUSCO, 208 from UNMISS, 16 from UNISFA, 16 from UNSOA, 9 from MENUB and 6 from UNSOM)	780	609 check-ins (353 international staff and 256 UNVs) and 171 check-outs (50 international staff and 121 UNVs) were processed. The mission breakdown is as follows: MINUSCA (185), MONUSCO (167), UNAMID (5), UNISFA (18), UNMISS (234) for check-ins; MONUSCO (166) and UNISFA (5) for check-outs. The lower output was due to check-ins and check-outs in some cases being conducted by the client missions. The Centre was carrying out check-ins and check-outs for missions with regional flights to Entebbe
Check-in and check-out of 2,004 uniformed personnel (including 1,014 from UNAMID, 420 from MINUSCA, 413 from MONUSCO, 129 from UNMISS and 28 from UNISFA)	3,024	2,184 check-ins and 840 check-outs were conducted during the period for MONUSCO (1529), MINUSCA (323), UNISFA (169) and UNMISS (1,003)

Expected accomplishment 4.1: Effective and efficient financial reporting support to clients

Planned indicators of achievement	*Actual indicators of achievement*
4.1.1 Provision of monthly financial reports (trial balance and other accompanying statements) within monthly deadlines established by United Nations Headquarters (2013/14: not applicable; 2014/15: not applicable, 2015/16: 90 per cent)	Achieved. 100 per cent of the monthly financial reports were submitted to United Nations Headquarters within 15 working days after the close of the month
4.1.2 Provision of monthly bank reconciliation statements within 10 working days after the close of the month (2013/14: not applicable; 2014/15: not applicable, 2015/16: 90 per cent)	Achieved. 100 per cent of the monthly bank reconciliation statements were provided to United Nations Headquarters within 10 working days after the close of the month
4.1.3 Monthly incoming inter-office voucher instructions processed and booked to the general ledger and outgoing inter-office voucher reports produced within 10 working days after the close of the month (2013/14: not applicable; 2014/15: not applicable, 2015/16: 90 per cent)	Achieved. 90 per cent of the monthly incoming inter-office voucher instructions were processed and booked to the general ledger and outgoing inter-office voucher reports produced within 10 working days after the close of the month up to November 2015. As at December 2015, inter-office voucher instructions were no longer performed by the Centre, given that this is an automated process within Umoja; this indicator is therefore no longer valid

Planned outputs	*Completed (number or yes/no)*	*Remarks*
168 monthly financial reports (up to the trial balance stage) for 14 client missions (including UNMISS, MONUSCO, UNAMID, UNISFA, UNSOA, MINUSCA, MENUB, UNSOM and 6 other Missions), prepared in compliance with IPSAS standards	105	Monthly financial reports were provided for 10 missions as follows: MENUB (12), MINUSCA (12), MONUSCO (12), UNAMID (12), UNISFA (12), UNMISS (12), UNSOM (9), UNMEER (9), Special Envoy of the Secretary-General (9) and UNOCA (6), instead of the anticipated 14 clients, and some missions joined during the period while some closed (for example, UNMEER)
240 monthly bank reconciliation reports prepared for 20 client mission house banks	255	Monthly bank reconciliation reports prepared for the following mission house banks: MENUB (24), MINUSCA (24), MONUSCO (24), UNAMID (36), UNMISS (36), UNSOS (18), UNMEER (72) and UNOCA (21); 4 reconciliations prepared for MINUSMA for June 2016 and others (24)
336 monthly incoming inter-office voucher instructions and outgoing inter-office voucher reports produced for 14 client missions	72	As at December 2015, inter-office voucher instructions were no longer performed by the Centre given that this is now an automated process within Umoja; the indicator is therefore no longer applicable. Additionally, UNMEER closed during the period

Expected accomplishment 5.1: Effective and efficient information technology support to the Regional Service Centre and client missions

Planned indicators of achievement	*Actual indicators of achievement*
5.1.1 Maintenance of the time required to send telephone bills to end-users within 7 days of receipt of client-mission-verified invoice (2013/14: not applicable; 2014/15: 97 per cent; 2015/16: 97 per cent)	Achieved. 100 per cent of telephone bills were sent to end-users within 7 days of receipt
5.1.2 Maintenance of the network performance (2013/14: not applicable; 2014/15: 99 per cent network uptime per month; 2015/16: 99 per cent network uptime per month)	Not applicable. The network performance monitoring function has been consolidated and centralized in the Global Service Centre
5.1.3 Maintenance of the response time to Entebbe-based communications and information technology incidents and requests for service (2013/14: not applicable; 2014/15: 100 per cent within 3 hours; 2015/16: 100 per cent within 3 hours)	99 per cent of the Entebbe-based communications and information technology incidents and requests for service were responded to within 3 hours for the first 3 quarters of the reporting period. Data for the last quarter are not included owing to the realignment of the communications and information technology catalogue, which affected reporting per location

5.1.4 Maintenance of the resolution time for Entebbe-based communications and information technology incidents within specified time according to priority level (critical within 3 hours, high within 6 hours, medium within 12 hours and low within 48 hours) (2013/14: not applicable; 2014/15: 90 per cent; 2015/16: 98 per cent)	No low-priority or critical communications or information technology incidents were reported. 57 per cent of high-priority incidents were resolved within 6 hours. 77 per cent of medium-priority incidents were resolved within 12 hours for the first three quarters of the reporting period. Data for the last quarter are not included owing to the realignment of the communications and information technology catalogue which affected reporting per location 81 per cent of the Entebbe-based communications and information technology incidents were resolved within the time frame specified by priority level for the first 3 quarters of the reporting period. The target was not achieved largely owing to the resolution of incidents raised during the Umoja roll-out and migration to a new telephone system
5.1.5 Maintenance of the time to fulfil, close or resolve Entebbe-based communications and information technology service requests within specified time according to priority level (critical within 2 hours, high within 4 hours, medium within 24 hours and low within 48 hours) (2013/14: not applicable; 2014/15: 90 per cent; 2015/16: 97 per cent)	89 per cent of the Entebbe-based communications and information technology requests for service were resolved within the time frame specified by priority level. The target was not achieved largely owing to the resolution of requests for service during the Umoja roll-out and migration to a new telephone system. In addition, some maintenance activities, such as cabling, needed to be outsourced, thus delaying service delivery
5.1.6 Maintenance of customers' satisfaction level with regional communications and information technology services (2012/13: not applicable; 2013/14: not applicable; 2014/15: 90 per cent; 2015/16: 90 per cent)	87 per cent of client missions were satisfied with the services of the Regional Information and Communication Technology Service according to the client survey conducted in May 2016

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Monitoring of compliance with Information and Communications Technology Division standards for 8 client missions	3	Compliance monitoring was conducted for 3 client missions only, namely, UNMISS, MINUSCA and MONUSCO, owing to capacity issues, which are being addressed in the current period. The compliance activities will be completed in subsequent periods
Evaluation and implementation of three regional projects in alignment with the Information and Communications Technology Division strategy of centralization, mobility and near-zero footprint in client missions	3	(1) Autonomous connectivity: A high bandwidth, low-latency satellite system was implemented in 7 of 8 sites, providing reliable access to Umoja, Field Support Suite, videoconferencing and the Internet: Juba (UNMISS), Bangui (MINUSCA), Goma and Kinshasa (MONUSCO), Mogadishu (UNSOS), Abyei (UNISFA) and Wau (UNMISS). Implementation in the remaining site (Entebbe) is anticipated during the fourth quarter of 2016

		(2) Integrated physical security: This project, including 24/7 video surveillance, access control to premises, intrusion detection and optional biometrics, has commenced in Mogadishu, Entebbe and Juba. Implementation will be concluded during the fourth quarter of 2016 (3) Mobile workforce initiative: Point to Multi-Point microwave system installed to provide critical Regional Service Centre staff with reliable high-speed access to the United Nations network from their residence and other key locations along the Entebbe-Kampala corridor
Establishment of a regional innovation laboratory for testing and implementing new information and communications technologies (ICT) services	Yes	The regional innovation laboratory was established. Two regional innovation laboratory initiatives are the radio interoperability system and long-term evolution. The radio interoperability system allows interoperability among diverse types of communication equipment and long-term evolution enables high-speed, high-capacity voice, video and data transmissions in adverse environments
Coordination of regional greening initiatives resulting in a significant increase in the use of alternative energy sources	Yes	The Regional Information and Communications Technology Service facilitated regional collaborations on greening initiatives. In 2015/16, solar and solar hybrid systems were launched in UNMISS, MINUSCA, UNISFA and UNAMID
Establishment of centralized ICT technical training programmes for the region, including signals systems training for military contingents, civilian induction training and equipment issuance and TETRA	Yes	The United Nations Military Signals Academy and the Regional Information and Communications Technology Service training programme were established and curricula developed. In total, 54 courses were held and 860 military and civilian staff participated in ICT training courses during the 2015/16 period
Effective management of 27,147 telephone accounts: MONUSCO (10,065); UNAMID (7,924); UNMISS (4,199); UNSOA (718); UNISFA (114); MINUSCA (327); MENUB (260); and other field missions (3,540)	22,918	A total of 22,931 telephone accounts were effectively managed as follows: MONUSCO (78); UNAMID (8,347); UNMISS (5,542); UNSOS (1,885); UNISFA (498); MINUSCA (5,544); MENUB (329); Office of the Special Adviser to the Secretary-General (47), UNMEER (648) and other field missions (13). Although telephone accounts were managed for all planned missions during the 2015/16 period and, in some cases, more accounts than

		anticipated, the implementation for MONUSCO is pending the completion of the migration to a new telephone system
Establishment and testing of operational resilience capacity in Entebbe	Yes	The ICT operational resilience plan was updated in November 2015 and tested on 29 June 2016, including a detailed disaster recovery exercise report

Expected accomplishment 6.1: Effective and efficient regional transportation support to client missions

Planned indicators of achievement	*Actual indicators of achievement*
6.1.1 Increased number of troops and police moved (with coordination by the Transportation and Movements Integrated Control Centre) compared with total troop and police strength in the region (2013/14: not applicable; 2014/15: not applicable; 2015/16: 90 per cent)	Not achieved. Following the increased baggage volume and weight entitlement per contingent, a suitable aircraft (wide-body jet) was supposed to be availed for Transportation and Movements Integrated Control Centre tasking. However, the Integrated Control Centre still does not have access to that aircraft and has not been able to conduct the planned troop movement flights
6.1.2 Increased utilization of passenger and cargo/baggage capacity for troop and police movement flights (2013/14: 67 per cent; 2014/15: 70 per cent; 2015/16: 76 per cent)	Not achieved. The Transportation and Movements Integrated Control Centre was unable to achieve this indicator because of the lack of a wide-body aircraft to conduct troop movements
6.1.3 Increased utilization of passenger and cargo/baggage capacity for integrated regional flight schedule flights (2013/14: 40 per cent; 2014/15: 70 per cent; 2015/16: 70 per cent)	66 per cent of the integrated regional scheduled flights were utilized for passenger and cargo/baggage capacity. The initial plan for the integrated regional flights included UNISFA, MINUSCA, MONUSCO and UNMISS. In October 2015, MINUSCA withdrew from the regional flight arrangement owing to the resumption of commercial flights for the Nairobi-Bangui line, which substantially reduced the potential passenger/cargo capacity utilization. During the reporting period, a total of 891 flights were operated (UNISFA: 146, MINUSCA: 64, MONUSCO: 182 and UNMISS: 499)
6.1.4 Increased number of client missions satisfied with transportation services (2013/14: 69 per cent; 2014/15: 80 per cent; 2015/16: 83 per cent)	Achieved. 86 per cent of customers were satisfied with transportation services according to the client survey conducted in May 2016
6.1.5 Increased number of troop- and police-contributing countries satisfied with the rotation service provided by the Transportation and Movements Integrated Control Centre (2013/14: not applicable; 2014/15: 80 per cent; 2015/16: 80 per cent)	78 per cent of uniformed personnel were satisfied with the Integrated Control Centre rotation service provided during the period

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Coordination of 638 troop and police movement flights using United Nations long-term charter aircraft (including 25 for MONUSCO, 20 for UNMISS, 12 for UNAMID, 498 for UNSOA and 83 for other field missions)	No	Only one troop movement flight was conducted by the Integrated Control Centre during the period utilizing the B-737 for MINUSCA. During the reporting period, the Integrated Control Centre did not have access to a suitable aircraft to conduct troop and police movement flights. The remaining troop rotations were conducted by the Movement Control Section, Department of Field Support
22,348 troops and police moved (including 420 for UNAMID, 852 for MONUSCO, 690 for UNMISS, 17,471 for UNSOA and 2,915 for other field missions)	No	50 troops for MINUSCA were moved during the reporting period
10,400 passengers transported on flights operated under the integrated regional flight schedule	24,751	Passengers were transported (MONUSCO: 5,002, UNMISS: 14,800, MINUSCA: 1,958 and UNISFA: 2,991). This achievement was primarily due to the Integrated Control Centre's effort to revise the scheduled regional flights
468 flight hours operated for MINUSCA	164	Flight hours were operated for MINUSCA. The Mission opted out of the integrated regional flight schedule in October 2015 as a result of the progressive normalization of commercial air operations in the Bangui-Entebbe sector, where a commercial air carrier was operating 2 weekly flights
99 surge (ad hoc) flights conducted (3 for UNISFA, 80 for UNSOA, 10 for UNAMID and 6 for other field missions) as VIP flights, security evacuation, and among African missions outside the region	80	Flights were undertaken in support of MINUSCA (47), UNOCA (6), UNMISS (19), UNSOS (3), UNISFA (2), United Nations Headquarters (2) and MONUSCO (1), based on operational requirements
Establishment of a regional out-of-mission aircraft handling service contract	No	A scope of work for a regional out-of-mission aircraft ground-handling and flight services contract was prepared by the Integrated Control Centre and submitted to the Logistics Support Division in the Department of Field Support for technical clearance. The assessment of the Logistics Support Division was that air operators are capable of obtaining ground-handling services outside of the mission area and can be reimbursed by the United Nations, and thus there was no need to establish the ground-handling contracts at airports around the world

Coordination of 3 regional movement technical training events	No	During the reporting period, there were no technical training events coordinated within individual missions

External factors	*Remarks*
Aircraft contract cancellations or priority to another task by the contract owner mission; ability to identify, access and obtain priority for the use of regional air assets managed by client missions	During the reporting period, the Transportation and Movements Integrated Control Centre was not able to fully deliver on its expected accomplishments and outputs given that the majority of them required the utilization of aircraft that were not available

III. Resource performance

A. Financial resources

17. The approved resources for the financial period from 1 July 2015 to 30 June 2016 amounted to $35,556,400. During that period, the expenditure of the Regional Service Centre amounted to $29,759,400, for an underexpenditure of $5,797,000 (gross) or 16.3 per cent.

18. The underexpenditure of the Regional Service Centre resources was mainly due to the high vacancy rates for international staff and the National Professional Officer categories owing to the freezing of international staff recruitment in line with the implementation of the nationalization of Field Service posts and the delays experienced in filling the newly created National Professional Officer posts.

19. Furthermore, with the closing of UNMEER, communications and information technology equipment was transferred to the Regional Service Centre, resulting in the cancellation of planned acquisitions for the 2015/16 financial period. The Centre did not pursue the high-bandwidth, low-latency solution project (O3b) during the reporting period, given that MONUSCO will be deploying the solution for the Entebbe Support Base, which is anticipated to be utilized by the Regional Service Centre as well. The Centre incurred a lower share of 41.8 per cent of the cost for shared services in the Entebbe Support Base during the 2015/16 period compared with the budgeted 60.3 per cent, owing to delayed occupancy of Regional Service Centre office buildings 1 to 4, the Technology Centre and Regional Training and Conferencing Centre 1, which were not completed. The overall underexpenditure in operational costs was offset by the additional requirements to complete the delayed construction projects of the Regional Service Centre office facilities.

20. A summary of the financial performance for the year by class of expenditure is shown in tables 2 and 3 below.

Table 2
Summary of financial performance, 1 July 2015 to 30 June 2016
(Thousands of United States dollars. Budget year is from 1 July 2015 to 30 June 2016.)

			Variance	
	Apportionment	*Expenditure*	*Amount*	*Percentage*
Category	*(1)*	*(2)*	*(3)=(1)-(2)*	*(4)=(3)÷(1)*
Civilian personnel				
International staff	15 062.50	14 303.60	758.90	5.0
National staff	4 957.50	3 720.20	1 237.30	25.0
United Nations Volunteers	323.30	53.00	270.30	83.6
Subtotal	**20 343.30**	**18 076.80**	**2 266.50**	**11.1**
Operational costs				
Consultants	388.70	135.70	253.00	65.1
Official travel	225.00	480.80	(255.80)	(113.7)
Facilities and infrastructure	5 467.10	7,612.40	(2,145.30)	(39.2)
Ground transportation	215.30	86.20	129.10	60.0
Communications	4 935.70	1,203.10	3,732.60	75.6
Information technology	3 595.70	1,963.00	1,632.70	45.4
Medical	116.10	48.60	67.50	58.1
Special equipment	–	–	–	–
Other supplies, services and equipment	269.50	152.80	116.70	43.3
Subtotal	**15 213.1**	**11 682.6**	**3 530.5**	**23.2**
Gross requirements	**35 556.4**	**29 759.4**	**5 797.0**	**16.3**
Staff assessment income	2 271.4	1 963.2	308.2	13.6
Net requirements	**33 285.0**	**27 796.2**	**5 488.8**	**16.5**
Voluntary contributions in kind (budgeted)	–	–	–	–
Total requirements	**35 556.4**	**29 759.4**	**5 797.0**	**16.3**

Table 3
Distribution of expenditure by mission

(Thousands of United States dollars. Budget year is from 1 July 2015 to 30 June 2016.)

		Expenditure (2015/16)												
Category	*Apportionment (2015/16)*	*MINUSCA*	*MONUSCO*	*UNAMID*	*UNISFA*	*UNMISS*	*UNSOA*	*UNSOM*	*MENUB*	*UNOAU*	*UNOCA*	*Special Envoy of the Secretary-General for the Great Lakes Region*	*Total*	*Unencumbered balance*
International staff	15 062.5	313.5	6 021.0	2 778.7	–	4 610.4	580	–	–	–	–	–	14 303.6	758.9
National staff	4 957.5	634.8	890.5	931.9	108.9	1 097.7	56.4	–	–	–	–	–	3 720.2	1 237.3
United Nations Volunteers	323.3	–	29.2	–	–	23.8	–	–	–	–	–	–	53.0	270.3
Consultants	388.7	18.3	75.1	41.2	–	–	1.1	–	–	–	–	–	135.7	253.0
Official travel	225.0	65.5	187.9	116.7	5.2	88.8	16.7	–	–	–	–	–	480.8	(255.8)
Facilities and infrastructure	5 467.1	1 024.7	1 856.0	1 829.4	456.8	1 726.5	710.3	6.2	0.3	1.5	0.4	0.3	7 612.4	(2 145.3)
Ground transportation	215.3	8.1	28.5	21.7	2.8	20	5	–	–	0.1	–	–	86.2	129.1
Communications	4 935.7	101.9	257.4	509.4	59.4	176	98.9	0.1	–	–	–	–	1 203.1	3 732.6
Information technology	3 595.7	174.1	664.5	214.5	137.3	657.6	112.6	1.6	0.2	0.4	0.1	0.1	1 963.0	1 632.7
Medical services	116.1	4.4	15.6	13.3	1.5	10.9	2.5	0.3	–	0.1	–	–	48.6	67.5
Special equipment	–	–	–	–	–	–	–	–	–	–	–	–		–
Other supplies, services and equipment	269.5	14.6	75	10.1	0.5	44.4	8.1	0.1	–	–	–	–	152.8	116.7
Total	**35 556.4**	**2 359.9**	**10 100.7**	**6 466.9**	**772.4**	**8 456.1**	**1 591.6**	**8.3**	**0.5**	**2.1**	**0.5**	**0.4**	**29 759.4**	**5 797.0**

B. Human resources

21. The total number of posts approved for the Regional Service Centre in the 2015/16 financial period was 386. The Centre continued implementing the nationalization of 68 Field Service posts as recommended by the civilian staffing review exercise conducted in 2014/15. To allow the Centre to continue operating with minimal disruption, the General Assembly in its resolution 69/307 allowed the nationalization to be implemented over a two-year period, in 2015/16 and 2016/17. By the end of the 2015/16 period, a total of 34 Field Service posts had been nationalized; consequently, the Centre decided to put recruitment for international posts becoming vacant on hold, leading to a vacancy rate of 18.5 per cent compared with the budgeted rate of 5 per cent. The Centre also experienced delays in the recruitment of newly created National Professional Officer posts, resulting in a high vacancy rate of 83.3 per cent compared with 15 per cent budgeted. A vacancy rate of 50 per cent was experienced for UNVs given that three of the UNV positions assigned to the Strategic Planning Unit were not recruited pending the deployment of the Chief of the Unit.

Incumbency

22. The average incumbency during the period was 316 civilian personnel compared with the authorized staffing of 386 personnel, including 110 international staff with an average vacancy rate of 18.5 per cent, 203 national staff with an average vacancy rate of 83.3 per cent for National Professional Officers and 7.9 for national General Service, and 3 UNVs with an average vacancy rate of 50 per cent.

Table 4
Human resources incumbency performance by category of personnel

Category	*Approved*	*Actual (average)*	*Vacancy rate (percentage)*
International staff	135	110	18.5
National Officers	30	5	83.3
National General Service staff	215	198	7.9
United Nations Volunteers	6	3	50.0

IV. Analysis of variances[a]

	Variance	
International staff	$758.9	5.0%

23. The variance is attributable mainly to the higher actual vacancy rate of 18.5 per cent for international staff experienced during the reporting period compared with the budgeted 5 per cent as a result of the freeze in recruitment for

[a] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

international staff posts becoming vacant, which was due to the ongoing implementation of the nationalization of Field Service posts, coupled with the reduction in the post adjustment multiplier for Entebbe to 27 per cent compared with the budgeted rate of 35.4 per cent. The underexpenditure was offset in part by the higher actual average common staff cost percentage of 68 per cent compared with the budgeted rate of 62 per cent, in part owing to higher separation payments for international staff who separated during the period.

		Variance
National staff	$1 237.3	25.0%

24. The variance is attributable mainly to the higher actual average vacancy rate of 83.3 per cent for the National Professional Officer category of staff experienced during the period compared with the budgeted vacancy rate 15 per cent. The high vacancy rate for National Professional Officers was caused by the delays in completing recruitment exercises to fill the newly created National Professional Officer posts following the nationalization of Field Service posts. The lower expenditure is also attributable to the more favourable average exchange rate of 3,417 for the Ugandan shilling to the United States dollar compared with the budgeted rate of 2,770. The reduced requirements were offset in part by the lower actual average vacancy rate of 7.9 per cent for national General Service staff compared with the budgeted 15 per cent and the increase in net salary for national staff of 19.2 per cent and 31.4 per cent for National Professional Officer and national General Service staff, respectively, on the basis of the revised salary scales effective 1 August 2015.

		Variance
United Nations Volunteers	$270.3	83.6%

25. The variance is attributable to the higher actual vacancy rate of 50 per cent for UNVs compared with the budgeted rate of 2 per cent owing to the fact that three of the United Nations Volunteer positions assigned to the Strategic Planning Unit were not recruited pending the deployment of the Chief of the unit.

		Variance
Consultants	$253.0	65.1%

26. Reduced requirements are attributed mainly to: (a) the non-recruitment of the Construction Manager/Contractor as planned owing to the utilization of in-house resources to assist in managing construction projects and the fact that the relevant projects were completed at the beginning of the reporting period; and (b) the non-recruitment of two consultants by the Transportation and Movements Integrated Control Centre to deliver training on the management of vehicle fleets and dangerous goods, given that missions conducted their own technical training programmes. Instead, the Regional Service Centre hired a process and performance improvement consultant to support the Quality Management Unit for a period of nine months compared with the budgeted three months to independently review processes and identify opportunities for efficiencies and improvements with the

deployment of Umoja Extension 1 in November 2015 and contracted consultancy services to implement the internal control frameworks in response to the Board of Auditors recommendation to strengthen Regional Service Centre financial operations.

	Variance	
Official travel	($255.8)	(113.7%)

27. The increased requirements were attributable to the additional needs for official travel for non-training and training to: (a) conduct assessment visits to UNOCA, UNOCI and MINUSMA for the transfer of human resources and finance functions to the Regional Service Centre; (b) temporary duty assignments, which started in June 2016, to support the centralization of payroll for national staff, individual uniformed personnel and Government-provided personnel; (c) travel requirements for Transportation and Movements Integrated Control Centre operations in support of the implementation of the supply chain management framework; (d) learn the International Air Transport Association requirements in line with the travel module; (e) attend business continuity training as part of the requirements for communication and change management in the Regional Service Centre; (f) attend Umoja local expert training events; (g) obtain certification for Prince 2 Practitioner in support of Regional Information and Communications Technology Service requirements; and (h) attend supply management and warehouse safety training and senior civil aviation management course.

	Variance	
Facilities and infrastructure	($2,145.3)	(39.2%)

28. The variance is attributable mainly to the increased requirements for the completion of the Regional Service Centre office facilities, which were not completed during the 2014/15 period and were carried over in 2015/16. The provision for the Regional Training and Conferencing Centre 1 building project, which was included in the 2014/15 budget, was not utilized given that the project was postponed to the 2015/16 period with a revised starting date of 1 July 2015. The Regional Service Centre office buildings 1 and 2 projects were also delayed and completed on 30 September 2015. The increased requirements were offset in part by reduced requirements for office furniture owing to the non-acquisition of planned modular workstations for Regional Service Centre office buildings 3 and 4 in favour of open-plan offices.

	Variance	
Ground transportation	$129.1	60.0%

29. The variance is attributable to reduced requirements for petrol and lubricants, spare parts and maintenance of vehicles owing to the reduction in the number of vehicles assigned to the Regional Service Centre from 30 to 21 coupled with the reduced actual average fuel cost of $0.82 per litre compared with the budgeted price of $1.21.

	Variance	
Communications	$3,732.6	75.6%

30. The variance was attributable mainly to: (a) the cancellation of the high-bandwidth, low-latency solution contract (O3B), given that the Centre decided to rely on its existing resources for Internet service provision; and (b) the transfer of communication equipment from UNMEER to the Regional Service Centre, resulting in the cancellation of planned acquisitions for the 2015/16 period.

	Variance	
Information technology	$1,632.7	45.4%

31. The variance is attributable mainly to the reduced requirements for information technology services and equipment owing to: (a) the reduced actual number of 21 contractual information technology personnel during the reporting period compared with the budgeted number of 24; (b) the non-utilization of the Regional Service Centre share for centralized information technology services at Headquarters; and (c) the transfer of information technology equipment from UNMEER to the Regional Service Centre, resulting in the cancellation of planned acquisitions for the 2015/16 period.

	Variance	
Medical	$67.5	58.1%

32. The variance is attributable mainly to the lower actual number of 1,100 visits to the clinic compared with the budgeted number of 2,880 (92 visits per month compared with the budgeted 240 visits per month for all category of staff) owing to the lower-than-planned deployment of staff and individual contractors.

	Variance	
Other supplies, services and equipment	$116.7	43.3%

33. The variance was attributable mainly to: (a) the non-recruitment of individual contractors to support Regional Service Centre operations during Umoja cluster 4 deployment given that the phased nationalization of Field Service posts over a two-year period allowed for the maintenance of sufficient personnel; (b) reduced needs for training fees, supplies and services as a result of the conduct of in-mission training activities by certified Regional Service Centre staff and the cancellation of planned movement control training activities for missions; and (c) non-utilization of the budgeted audit fund, given that the Regional Service Centre share was charged to client missions.